

Newark³⁶⁰

shaping our city together

Newark Citywide Master Plan

September 2022



CITY OF **NEWARK**
Mayor Ras J. Baraka

Newark³⁶⁰

shaping our city together

Prepared for City of Newark Office of
Planning & Zoning | September 2022

What is Newark360?

Newark360 is a community-based citywide Master Plan, developed in 2021-2022. The Plan will guide the physical development of the city for the next decade and beyond.

newark360.org



cover: GalleryRetail - Zay, Isaiah Little

this page: Cesar Melgar

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image: City of Newark

A Letter from Mayor Ras J. Baraka

To our Beloved Newark Community:

Newark360 is a Master Plan aimed at giving our people the power to plan and shape the future of our city as it continues to grow over the next 10 years. I want to extend special thanks to everyone who shared ideas and feedback with our Office of Planning and Zoning team throughout development of this document. This plan could not exist without you! Our goal is to make sure Newark360 is shaped by the community, for the community and reflects the priorities of ALL of our unique, dynamic and diverse Newark voices.

Everyone deserves to have a say in how the future of our city should grow, look, and feel. We Newarkers are the ultimate experts on what is best for us, and the city we call home must reflect that in every way. The process of developing Newark360 listened to that expertise and captured a vision for a city that is more connected, walkable, safe, and green. As much as we are proud to be Newarkers, Newark360 envisions a future that is even better, stronger, and healthier with recommendations to protect our cultural vitality, strengthen our neighborhoods, connect our people to jobs, and address historic environmental justice issues.

As mayor of this great city, I have made it my mission to move Newark Forward by building an empowered, safer, educated, equitable, and collaborative city for all. Fundamental to our shared vision of a city is that it must be planned and built, block by block, by our vibrant and thriving communities. From protecting our long-time residents to raising the next generation of Newarkers and welcoming new residents to plant their roots in Newark, Newark360 is intended to be a framework created by community input to make sure that our future is created for and inclusive of everyone.

You will see in the plan the goals and actions that reflect what we heard from you. Alongside the Office of Planning and Zoning's robust and expansive community outreach, cross-collaboration across City departments will be critical to accomplishing the shared vision expressed by residents and bringing this plan to life. From improving our tree canopy, connecting our neighborhoods to each other and to careers, and safeguarding the culture and character of our history, Newark360 will ensure that the implementation of the master plan is transparent, accountable, and supported citywide.

Newark360 will be the City's guide and blueprint toward achieving a healthy, equitable, and resilient Newark for All over the next 10 years and beyond.

I'm from Newark and proud of it. Thank you for making your voice heard to shape a city that makes us all proud to live, work, grow, play, and prosper together.



Dear Newarker,

A Master Plan is defined as the broad policy statement that guides the future growth and development of a city or town. At its best, a Master Plan should be based upon the inputs and priorities of the people of a community. In truth, the process of developing a Master Plan demonstrates who is truly powerful and who is not. Those with power are those able to envision and plan the future.

In his eight plus years as Mayor, one of the most important and enduring principles of Ras J. Baraka has been to empower the people of Newark with the tools to shape our own destinies – in our families, our schools, our neighborhoods and our city itself. The message of his 2014 campaign for Mayor was When I Become Mayor, You Become Mayor. Since then, the most transformative policies and initiatives of Newark have been shaped by collaborations of residents, community leaders, educators, clergy, business, philanthropic and university leaders, developers, labor leaders, elected officials and students at every level.

In 2022, the City of Newark is mandated by New Jersey state law to perform the once in a decade updating of its citywide Master Plan. The 2012 Plan, Our City Our Future, expires in September of 2022, and the Newark 360 Master Plan must update and expand on that with new priorities for the next ten years. In 2021, in the midst of the COVID-19 pandemic, Mayor Baraka directed the City's Office of Planning and Zoning to devise a collaborative planning process that could be a model for other cities. He required a process that would be the essence of democracy, empowering every Newarker with the opportunity to participate in shaping Newark's post-pandemic recovery, and determining the City's vision for the next decade.

This Newark360 Master Plan is the result of the intense collaboration demanded by Mayor Baraka. It is the product of multi-lingual input by Newarkers through online community forums, an interactive website, in-person community workshops (two in every ward), questionnaires, stakeholder planning sessions and focus groups of populations often overlooked in urban planning. This plan does not represent just the

personal vision of one elected leader, the Mayor, nor the collective opinions of powerful elites. It represents the empowered voice of all Newarkers, our hopes and dreams for ourselves, our families, our neighborhoods and our city.

Allison Ladd

Deputy Mayor

Director, Newark Economic and Housing
Development



image: City of Newark

Dear Newarkers,

Newark360 is not the end of the Master Plan process but the beginning of a new conversation for Newark and its physical growth. The Master Plan has been shaped by the talent of its residents, stakeholders, advocates, and friends. It is the culmination of a process that is celebrated with over ten thousand touchpoints and informed by the people who will be the builders of Newark's future. Newark360 is pillared by the principles of Health, Equity, and Resilience. The support from the community for these principles is translated into every page of this document, and they should be proud of their stellar insights, ground truthing, and vision they have advocated for this great American City.

The vanguard recommendations articulated in this plan will transform Newark in the new decade, and build on the foundation of progress the city has established in the past decade. Newark360 lays out goals for Newark and promotes the recommended land use changes that can get us there. With higher density recommendations, it will break down barriers for entry into the housing market which is the cradle of residential stability and wealth creation. It will increase the footprint for job opportunities through expanded residential, commercial and cottage industries, enabling Newarkers to be part of Newark's economic success story. It mutes the conversation of the car and amplifies the advocacy for pedestrianized streets, increasing safety, economic activity, and environmental resiliency. This plan is from the people and for the people of Newark. Those who have stood the test of its storied history, and those it seeks to welcome to be part of its new chapter.

The Office of Planning and Zoning is proud to have shepherded this process with the monumental support of our colleagues in the administration and the steadfast advisement from our philanthropic advisors, Bloomberg Associates. We are grateful to our outside planning firm consultants, Wallace, Roberts, and Todd (WRT) and their phenomenal sub-consultants, Arup, ONE Architecture, Ninigret Partners, Zakalak Associates, and Heyer, Gruel & Associates. We are forever indebted to the support we received from the incredible brain trust of our Steering Committee, our Technical Advisory Committee, and our academic institutions: New Jersey Institute of Technology, Rutgers University, New York University, University of Pennsylvania, and our friends at the City Planning Institute.

This is your plan, Newarkers, and you should be most proud of the journey we have traveled to shape our city together. A future Newark that is stronger, as it moves forward.

Christopher A. Watson

City Planning Officer
Office of Boards and Commission
Office of Planning and Zoning



image: Christopher A. Watson



Executive Summary

image: City of Newark

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shaping our city together

Newark is....

Newark is growing.

Newark is the largest and fastest growing city in New Jersey. Newarkers are concerned, though, that this growth may not be equitable.

Newark is becoming more diverse.

Even in an already-diverse city, the past decade brought an increase in new residents, languages, and perspectives. Newarkers cite the diversity of cultures as the city's biggest strength.

Newark is defined by its people and their neighborhoods.

Newarkers are unafraid to voice their concerns and their hopes for their city. They are also deeply rooted in their local communities: a majority of Newarkers surveyed would prefer to stay in their neighborhood.

Newark360 is....

Newark360 is built on Newark Forward and grounded in Health, Equity, and Resilience.

The 2018 Newark Forward plan charted the path for an equitable future. These themes underpin every page of this plan. Additionally, the principles of Health, Equity, and Resilience guided our understanding of what the plan must achieve for all Newarkers.

Newark360 is voiced by our community.

We spent 12 months in 2021-22 talking to Newarkers from all neighborhoods and all walks of life, ensuring this plan meets our people where they are and is shaped by their voices throughout.

Newark360 is our shared blueprint for equitable growth in our city across the next decade and beyond.



image: Newark Happening

Framework:

The time is now to shape our city together.

We have the opportunity to take stock of our city at a crucial juncture. Across the past decade, Newark has faced growth and immigration, flooding and climate change, increasing housing costs, a national reckoning around racial injustice, and a global pandemic.

Within all of these changes, the Newarkers who shaped this plan see much potential in their city and its people: they love their parks, their diversity, their arts and cultures, and their deep and proud history. They have strong and powerful visions for a brighter future. Newark360 is that shared vision that will guide development for the next decade of growth.

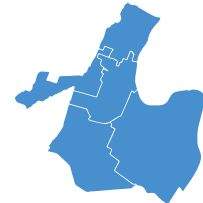
Newark360 is the community-driven update to the City of Newark's Master Plan.

As a Master Plan, Newark360 is primarily concerned with actions that have implications for our city's physical form. The plan compiles actions around transportation, housing, utilities, our historic structures, and the underlying land use and zoning codes that underpin the legal framework for development.

The City of Newark will lead the way in implementing the actions described in the plan, but will rely on numerous community, civic, and business partnerships to do so. Above all, Newark360 relies on the voices of our people to shape our city together.

I love the diversity of this city and its spirit. It's hard to name the sense of grit, determination, and pride that Brick City's people have in one word. I'm so excited to be a part of its present and future.

-Newark360 Website feedback



**A community-driven
and actionable citywide
Master Plan**



**Pillars, Goals, and Actions
incorporating eight
Plan Elements**



**A blueprint for the physical
development of Newark
for the next decade**



The heart of Newark is its people and their diverse voices.

To truly understand what Newarkers needed from their Master Plan, we deployed a wide range of tools to reach voices in every neighborhood:

Virtual Outreach:

We used the [Newark360.org](https://www.newark360.org) website to announce upcoming events, launch surveys and community mapping, and host draft documents for review. We also held 12 virtual citywide meetings via Facebook Live, reaching hundreds of Newarkers for each session.

In-person Workshops:

The heart of our engagement was our 10-workshop series held in partnership with community development corporations, where we collaboratively envisioned a brighter future with hundreds of Newarkers in all 5 Wards.

You need to make spaces beautiful for people who already live here. And for people who have been here for generations and who deserve the space to look nice and clean.

*(Ana Monteiro, 21 years old)
Newark Story Bus event*

Citywide Survey:

We mailed residents across the city a survey and were able to verify a statistically-valid cross-section of responses, ensuring true representation from Newarkers who otherwise might not be involved in the planning process.

Youth Engagement:

We were fortunate to partner with the City Planning Institute and the Newark Story Bus to engage our city's youth, too often left out of planning their city.



image: Bloomberg Associates

7,000+
Website Visits

10
In-person
Workshops

12
Citywide
Virtual Meetings

3
Story Bus
Appearances

38
Thought Leader
Interviews

510
Citywide Survey
Responses

Newark is a city of **Prosperity:**

Connect Newark's neighborhoods:

Most of the city's mobility options bring Newarkers into downtown instead of directly connecting neighborhoods to each other.

- **Key actions:**

1.1.3 Add bus routes and other bus treatments to improve how Newarkers move around the city outside the downtown core.



Build community wealth for all Newarkers:

Newarkers want more economic opportunities within their own neighborhoods and support for small businesses and entrepreneurs.

- **Key actions:**

1.6.1 Implement a startup micro capital fund aimed at neighborhood businesses.

1.7.1 Utilize the Land Bank to promote local non-institutional ownership of commercial property and increase homeownership.

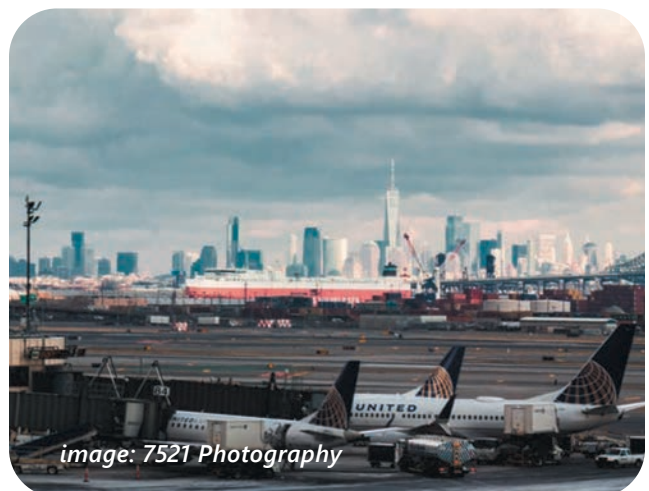


Leverage Newark's role as an Airport City:

The Newark Liberty International Airport is one of the most heavily trafficked airports in the nation, and is a major economic engine for the region. The extension of the Light Rail system to the Dayton neighborhood could bring economic opportunities for residents.

- **Key actions:**

1.4.1 Enhance Newark's position as an Airport City with needed redevelopment and study.



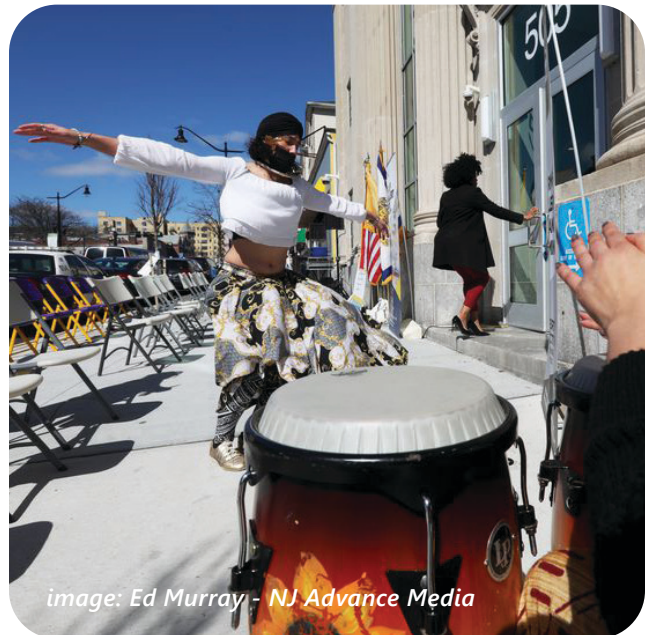
Newark is a city of **Culture:**

Celebrate our Arts & Education Districts:

The 2022-designated Arts & Education District encompassing much of Downtown and its surrounding neighborhoods will bring together and support the many downtown arts and educational institutions, galleries, parks, public art, and restaurants that contribute to the city's cultural legacy and support for inclusive economic development.

- **Key actions:**

2.1.2 Support the vision of the Newark Arts and Education District.



Encourage Newark to become a 24/7 City:

Historically, nightlife was essential to Newark's cultural identity and economic growth, but zoning currently restricts after-hours uses in many parts of the city. Establishing an Office of Nightlife to help shepherd zoning reforms can sensitively allow entertainment uses to be recentered in Newark again.

- **Key actions:**

2.1.5 Update the zoning code to allow and encourage Newark to be a 24/7 city for arts and entertainment.



Newark is a city of **Neighborhoods:**

"Upzone" along Newark's main commercial corridors:

Newark's commercial corridors are the backbone of our neighborhoods. Revisions to the zoning code should include broadening the city's Community Commercial zoning along key corridors, and other areas where increased density will not change the neighborhood's character.

- **Key actions:**

3.4.3 Upzone along key corridors and around transit hubs.



image: Bloomberg Associates

Facilitate home-based businesses and microcommerce:

Given real estate costs and the shift toward hybrid work environments, the demand for greater mixed-use flexibility is expected to grow.

- **Key actions:**

3.4.2 Examine opportunities for mixed-use zoning approaches that can accommodate hybrid business models.



image: Newark Social/Afro Beat Fest

Ensure affordable housing for all income levels & increase supply:

Affordable housing is the most pressing need identified by Newarkers, and solutions should be tailored to each neighborhood.

- **Key actions:**

3.5.1 Allow and promote accessory dwelling units for single-family households to add density without full redevelopment.

3.5.2 Support Land Bank efforts to preserve affordable housing.



image: Cesar Melgar

Newark is a city of **Families:**

Deploy Vision Zero and Complete Streets to keep Newarkers safe:

Many Newarkers rely on bus, bike, and walking connections to get around the city, but our primary corridors are car-oriented and can feel dangerous.

- **Key actions:**

4.3.1 Create, adopt, implement, and enforce a Vision Zero policy and plan.

4.3.3 Implement and enforce Complete Streets projects on major corridors.

4.3.4 Support the expansion of NewarkGo - the bike and scooter micromobility program.



Significantly expand Newark's tree canopy:

The city's low tree canopy and high impervious surface coverage makes it one of the hottest in the nation. A citywide tree planting campaign will help mitigate heat and stormwater issues by planting trees in areas with low canopy coverage.

- **Key actions:**

4.4.1 Develop and support a citywide tree canopy initiative.



Implement the Mayor's Affordable Housing Goals:

The city must strengthen the enforcement of its development agreements and Inclusionary Zoning Ordinance, as well as implement and track Mayor Baraka's Housing Goals.

- **Key actions:**

4.1.1 Operationalize Mayor Baraka's Housing Goals.



Newark is a city of **Strength:**

Manage stormwater equitably with a stormwater fee:

Flooding from intense storm events has impacted Newarkers all over the city, but primarily in the East Ward, downhill from the rest of Newark. Instituting a citywide stormwater fee will help more equitably distribute the burden of flood risk to protect our most vulnerable.

- **Key actions:**

5.2.1 Create a phased stormwater fee and utility to fund stormwater infrastructure upgrades.



Establish "Green Zones" to address environmental injustice:

Newark has a long and proud history of fighting for environmental justice. Establishing "Green Zones" in environmentally affected legacy communities can create a way to provide resources for those Newarkers who have been most impacted by environmental harm.

- **Key actions:**

5.1.1 Initiate a Green Zone designation process for communities.

5.1.2 Expand city programs and resources to support Green Zone communities.



Call to Action:

Implementing the Vision:

This plan is culminating at a time when federal and state governments are eager to invest in Newark. These investment build equity platforms into much needed social, physical and civic infrastructure. It supports broadly the larger Newark community who have experienced both a pandemic and a racial reckoning during the formation of this renewed vision. Strong and effective governance systems are needed to shepherd the Newark360 Master Plan through implementation.

- The city should invest in technological and data management systems across government agencies that allow for consistent and rapid sharing of information between departments.
- The city should update procurement rules and streamline contracting to take full advantage of private sector expertise to serve the city and its citizens.
- Newark's government should be expanded so as to align with the city's unique strengths and challenges – housing, mobility, infrastructure, parks, public works, economic/workforce development, and arts & culture.

This is a call to action for city government to capitalize on insights gained from the pandemic and apply them to serving Newarkers today.



image: Cesar Melgar



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DEES
AMAZING DEALS



01

Introduction

Newark360 is built on a strong and deep foundation of work from City departments, community organizations, stakeholders, agencies, and consultants. Much of this groundwork was conducted before the official Plan Launch in fall of 2021, and the partnerships and collaborations cemented with this plan will likewise continue throughout the next decade and beyond. Most of all, the plan is rooted in core principles of Health, Equity, and Resilience, and in the strong voices of Newark's people.

Introduction



Image: Cesar Melgar

Guiding Principles

Newark is the largest and fastest growing city in New Jersey. Newarkers are concerned, though, that this growth may not be equitable.

This Plan is rooted in the 5 themes of 2018's **Newark Forward**, created to chart the path towards a more equitable future. As Newark grows, we must ensure all Newarkers share in the prosperity to come. These themes informed the entire Master Plan process and are threaded through every page in this plan.

Health, Equity, and Resilience:

In addition, Newark360 is also built on the foundational principles of **Health, Equity, and Resilience**. Only with all three of these can Newarkers truly prosper.

Newark Forward:

Before Newark360 even launched, the city was already working collaboratively to define a vision for a more equitable future: in 2018 Mayor Baraka created **Newark Forward**, the community-based framework for equitable growth and opportunity. Newark Forward built on five enduring progressive themes:

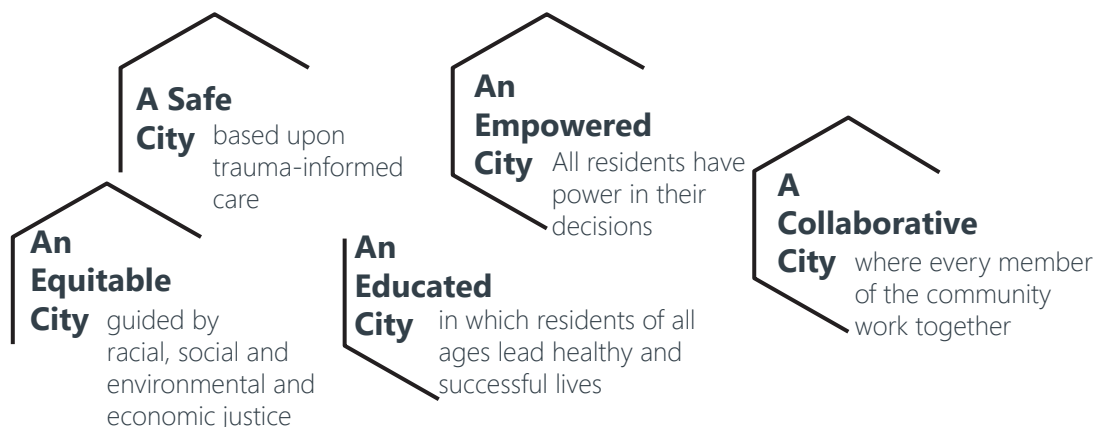
- An **Empowered** City
- A **Safer** City
- An **Educated** City
- An **Equitable** City
- A **Collaborative** City

Newark360 is fundamentally rooted in these framing principles for a brighter Newark.

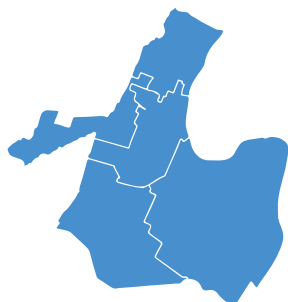
Mayor Baraka's Citywide Vision Themes

Newark Forward

The Blueprint for Equitable Growth and Opportunity in Newark



Newark360 is...



**A community-driven,
citywide actionable
Master Plan**



**Collective Vision, Goals and
Strategies along Eight (8)
Plan Elements and Land
Use Recommendations**



**A blueprint for the
physical development and
regulations of Newark
for the next decade**

A Master Plan for the city

A Master Plan is a whole city plan based on community inputs and priorities. It can create a blueprint for the physical development of the city through specific actions, prioritized in partnership with the Newark community.

Guided by Health, Equity, and Resilience

Newark360 is strongly rooted in the guiding principles of Health, Equity, and Resilience.

An opportunity to guide the physical development of the city

The document will guide how we use our land for the next 10 years and inform adjustments to the zoning for future growth.

Comprehensive and expansive

"Newark360" was coined by the project team at the beginning of the Master Plan process to describe the way the Plan will encompass a 360-degree view of Newark and its future.

A foundation for zoning changes and further planning work

The Master Plan defines how we use our land, support changes to circulation, and guide the size, shape and location of new development in our neighborhoods. The Master Plan and its Land Use recommendations will be used to determine the zoning law for the next decade of Newark's growth, as well as laying groundwork for further planning.

A statutory requirement for New Jersey

The State of New Jersey has a statutory requirement for all municipalities to update their citywide Master Plans every decade. The 2012 Plan, Our City Our Future, will expire in September of 2022. Newark360 is the process to update and expand on that work, including new priorities for the next decade.

What elements will be addressed by the Plan?

The Master Plan Elements:

Newark360 is primarily concerned with the physical development of the city. As such, the following 8 Elements are the building blocks of the Plan:

- Parks & Open Space
- Sustainability & the Environment
- Utilities & Critical Infrastructure
- Transportation & Circulation
- Historic Preservation & Cultural Assets
- Urban Design Standards
- Housing
- Economic Development



Parks & Open Space



Sustainability & the Environment



Utilities & Infrastructure



Transportation & Circulation



Historic Preservation & Cultural Assets



Urban Design Standards



Land Use



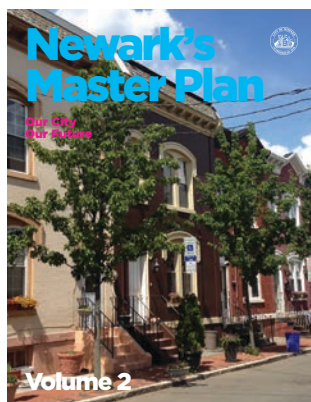
Housing



Economic Development

Land Use Element:

Ultimately, these Plan Elements and the community based vision for Newark's development lead to Land Use recommendations that amend the Newark Zoning and Land Use Regulations, adopted by City Council. These Land Use recommendations are referenced throughout this document and are summarized in Appendix I.



Accomplishments since 2012

Since the previous Master Plan, “Our City Our Future” (2012), the City of Newark has made progress on all 8 Plan Elements. Major accomplishments are summarized below.



Parks & Open Space

Open Space Trust Board: established in 2016.

Boylan Recreation Center (2015): Boxing Complex.

N 13th St. Basketball Court (2018): new basketball court on empty lot.

Ironbound Stadium & Ice Rink (2019): environmental remediation, new artificial turf, rehabilitation of the bleachers/press booth, all new ice rink to NHL standards.

JFK Recreation Center (2021): gymnasium renovations.



Sustainability & the Environment

Renewable energy: The city is enabling solar and other local more substantiable energy generation in commercial and industrial properties. Anheuser Busch Plant will be 100% clean energy by 2025.

CO2 restrictions: City pursuing Transit Village dedication, micro-mobility program; Working closely with Port Authority and local utilities to improve practices.

Trees: Support for new tree planting or the contribution of funds in exchange.



Utilities & Critical Infrastructure

Utilities: On track to fully replace lead service lines throughout the entire city.

Stormwater: Project started in 2017, Small sewer rehabilitation structural cleaning 310 miles of sewer. Completed about 150 miles. Heavy cleaning of swearers, site repairs, CSO, separate sewers as well. Clean and fix. Adopt a Catch Basin Program.



Transportation & Circulation

On-street parking study done in 2019, Circulation Improvement Study.

Bike infrastructure expanded: Projects completed include Newark Waterfront Park – Segment 2, McWhorter Street, and East Ferry Street.

Piloted bike and scooter share program Newark GO.



Historic Preservation & Cultural Assets

Social Justice Public Art Initiative: In June 2020, the City of Newark launched the Social Justice Public Art Initiative, starting with two ground murals in response to calls for racial justice. Seven murals were completed in 2020, and additional murals will be commissioned throughout 2021.

Adaptive reuse: Successful adaptive reuse of vacant and underutilized landmark buildings such as the NJ Bell Telephone Headquarters, the TRYP Hotel, and the Hahne and Co. Department Store.

The Newark Community Museum will replace the police division's 1st Precinct on 17th Ave and house the City's Office of Violence Prevention and Trauma Recovery.



Housing

Inclusionary zoning: In 2017, Newark passed an Inclusionary Zoning Ordinance (IZO), which requires any building over 30 units to make at least 20% of them affordable.

Rent control: Requires an apartment to pass a Code Compliance inspection and be registered in the Rent Control Program before any change in tenancy (including evictions).

Affordable Housing Trust Fund: The Newark Affordable Housing Trust Fund award loans to support the rehabilitation, preservation, or new construction of housing targeting low to moderate income households.



Urban Design

Planning: Completed 4 Neighborhood Redevelopment Plans.

- Lincoln Park South Gateway Redevelopment Plan (2019).
- South Bergen Redevelopment Plan (2017)
- Newark's River Public Access & Redevelopment Plan (2013).
- West Ward Model Neighborhood Initiative Redevelopment Plan (2013).
- Fairmount Commons Redevelopment Plan (2019).



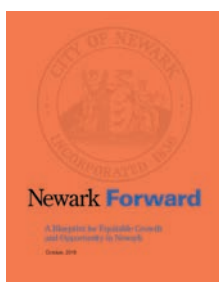
Economic Development

Job growth: Newark retains its position as the state's largest employment center by creating at least 25,000 new jobs.

Port/Airport: The Port and Airport have become even more critical to the City's economy. In 2018, Newark Liberty International Airport was ranked the 12th busiest in the country based on total passenger traffic. Port Newark-Elizabeth Marine Terminal is the primary shipping facility for goods leaving the New York metropolitan area and is the third largest port in the nation. Newark residents hold 33% of all port and port-related jobs.

Recent Plans & Policies

The 2022 Master Plan update will tie into many relevant plans and policies recently conducted by the City of Newark and other affiliated groups. Some of the plans incorporated are summarized below.



Newark Forward - City of Newark

Newark Forward (2018) was Mayor Baraka's platform to listen to Newarkers on their vision for the city's next stage of progress. The focus of the Newark

Forward is equitable opportunity

and growth so that all residents in all of Newark's neighborhoods will benefit from development and investment taking place in the city and be able to live better, more productive lives, with special attention to young people receiving the preparation they need to lead Newark to a prosperous future marked by social, economic and racial justice.



Equitable Growth Commission - City of Newark

The 15-member commission (formed Dec 2018) consists of experts drawn from the city's community, academic, business, and non-profit sectors to ensure that development policies and projects in Newark incorporate the principle of equitable growth (investment without displacement). The commission makes recommendations and provides advice on planning and land use laws and policies; housing law and policy; public financing for housing, real estate and infrastructure development; related public health matters, business development and procurement.



Newark Housing Goals - City of Newark

In December of 2020 Mayor Baraka convened a group of

over 30 individuals representing City agencies, local housing experts, advocates, community organizations, residents, developers and funders to develop a housing vision and quantitative goals for Newark, with a focus on affordability and equity. 5 goals to be implemented over the next 5 years aim to achieve vision - Ensure all Newarkers have access to safe, decent, and affordable housing, to ensure that our city continues to be a vibrant gateway to the opportunities of the region for all, regardless of income, race, ethnicity, or immigration status.



Racial Wealth Divide in Newark - Prosperity Now

Wealth inequality in Newark remains increasingly relevant as both the population and the median household income are growing. Black and Latino renters are more cost-burdened

than their White counterparts. Black and Latino communities are doing worse in nearly every other key economic indicator area compared to Whites. High income and asset poverty rates leave many families without the means to save or build a basic safety net for financial emergencies, let alone build the wealth needed to lay the foundation for upward mobility.



NewBus Newark - NJ Transit

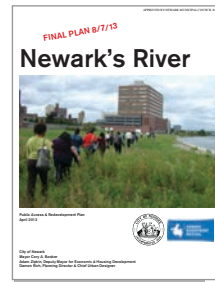
NJ TRANSIT is undertaking an initiative to reimagine local bus service in the Newark region. The 2021 study was initiated due to low ridership indicating that the system does not effectively serve the needs of Newarkers. Through a community outreach process, NJ TRANSIT found that “current and former bus riders overwhelmingly stated that their most desired service improvement was to have buses run more often”. For non-riders, approximately 30 % would like to see shorter overall transit times and approximately 20% would like to see fewer transit connections. The NewBus Newark Plan leverages NJ TRANSIT’s existing resources to propose a plan that is simplified, customer-focused, extends bus service to new destinations and gives more Newarkers access at more times of the day.



Sustainability Action Plan - City of Newark

Since 2012, the City of Newark has been convening community partners, business leaders, and Newark stakeholders to pursue the vision of a healthy, green, and vibrant city. From 2017-

2018, the City led a public engagement process that articulated a set of goals and action items for a clean, green, healthy, prepared, and engaged Newark. The 2020 Sustainability Action Plan update is in progress.



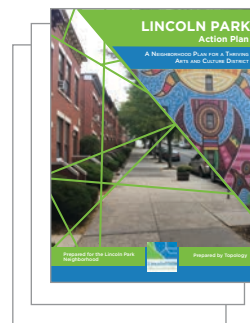
Riverfront Redevelopment Plan - City of Newark

Updated land uses: New residential, mixed use (including commercial, retail), and open space uses along the riverfront in Lower Broadway, Downtown, and Ironbound neighborhoods.

Reinforced the North Ward as an industrial waterfront.

Open space overlay: Bulk bonuses provided for development with open space contribution in Lower Broadway and Downtown neighborhoods.

Public right of way: 20- to 40-foot width public right of way required along the waterfront in Lower Broadway, Downtown and Ironbound.



Neighborhood Plans Various

In addition to city and region-wide efforts, Newark360 will incorporate important neighborhood-scale plans conducted in the past decade. Some of the examples include:

- Lincoln Park Action Plan (2019).
- Forward Bound Doremus Port-Industrial Redevelopment Plan (2021).
- Bike Ironbound Bicycle Plan (2016).
- Upper Clinton Hill Neighborhood Plan (2021).

Newark360 Team

The Newark360 Master Plan was led by the **City of Newark's Department of Housing and Economic Development, Office of Planning and Zoning**, in partnership with a team of consultants, advisors, and community partners:

Consultant Team

The consultant team was led by **WRT**, a planning and design firm headquartered in Philadelphia, PA. WRT was supported by the following consultant team members:

- **Arup:** a renowned international engineering and design firm. Engineers and transportation planners from their NYC office focused on the transportation and critical infrastructure elements of the master plan.
- **ONE Architecture & Urbanism:** ONE focused on the environment and sustainability element of the master plan. ONE is a global leader in large-scale climate adaptation and waterfront infrastructure planning and also worked on Resilient Northeast NJ funded by NJ DEP.
- **Ninigret Partners:** Ninigret, an economic consulting firm, focused on the community and economic development and housing elements of the master plan.
- **Zakalak Associates:** an award-winning historic preservation firm with an office in Newark. Founder Ulana Zakalak led the historic preservation component of the previous 2012 Master Plan. Zakalak focused on the historic preservation and cultural assets element of Newark360.
- **Heyer, Gruel & Associates:** HGA led the Land Use portion of Newark360, assessing the past 10 years of development and working closely with the team to create comprehensive Future Land Use recommendations that will lead to zoning changes.

Additional Partners:

- Bloomberg Associates
- New York University's Marron Institute
- City Planning Institute
- NJIT Fall 2021 Architecture Studio

Advisors:

- Newark People's Assembly
- Equitable Growth Advisory Commission
- Technical Advisory Committee (TAC)





image: Cesar Melgar

Newark’s greatest strengths are its neighborhoods and residents: a sense of community and character that connects the city at a human scale and can form the basis of transformative action.

-Citywide tour takeaway, Newark360 team



image: Cesar Melgar

The Newark360 team launched the planning process with an extensive tour

Steering Committee:

Invaluable guidance came from the **Mayor-Appointed Steering Committee**, a group of stakeholders, citizens, and subject-matter experts. We convened the Steering Committee three times throughout the Newark360 process.

- **Israel Alford**, Student, Rutgers University
- **Tom Angotti**, Professor Emeritus, Hunter College
- **Dr. Ana Baptista**, Assistant Professor, The New School/ICC
- **Adenah Bayoh**, Founder, Adenah Bayoh and Co.
- **Nancy Cantor**, Chancellor, Rutgers University
- **Kai Campbell**, Founder, The Yard, The Walla, Bragman's
- **Richard Cammareri**, Director of Community Engagement, New Community Corporation
- **Janna Chernetz**, Deputy Director, Tri-State Transportation Campaign
- **Victor Cirilo**, Executive Director, Newark Housing Authority
- **Jonathan Cortell**, Managing Director, L & M
- **Victor Davson**, Artist
- **Susan K. Dunn**, Trustee, The Nature Conservancy
- **Scott Dvorak**, NJ Program Director, Trust for Public Land
- **Linda C. Harrison**, Director, The Newark Museum of Art
- **Michael James**, Chairman, Newark Downtown District
- **Dr. Branko Kolarevic**, College of Architecture Dean, NJIT
- **Calvin Ledford**, President, PSEG Foundation
- **Shoshanna Page**, Senior Policy Advisor, City of Newark
- **Dr. Lois Rockson**, Assistant Professor, Rutgers University
- **Dr. Colette Santasieri**, Director, Center for Community Systems NJIT
- **Kate Slevin**, Executive Vice President, RPA
- **Darius Sollohub**, Associate Professor, NJIT
- **Roy Southerland**, President and CEO, Invest Newark
- **Marilyn Taylor**, Consulting Partner, SOM Architecture
- **Reuben Teague**, Executive Director, Impact Investments, Prudential Financial
- **Dr. Mark Wade**, Former Director, Newark Department of Health
- **Derek Ware**, Professor, Essex County College
- **Evan Weiss**, Interim President and CEO, Newark Alliance
- **Junius Williams**, City Historian, Rutgers



image: Bloomberg Associates

^ The Steering Committee kickoff in Fall 2021 at the Newark Art Museum

Technical Advisory Committee:

We convened subject-matter experts who formed the **Technical Advisory Committee (TAC)**, organized around the Plan Elements. The breakout conversations we had in Spring 2022 with the TAC attendees synthesized emerging threads into actionable next steps for the Master Plan.

TAC Format:


In March 2022 we scheduled three separate Technical Advisory Committee meetings, with two Plan Elements as the subject of each meeting. Stakeholders, city officials, and representatives from partner agencies and community groups participated in breakout sessions around each Plan Element. They responded to questions like the one shown below and collaboratively built consensus for emerging plan actions.

The TAC sessions were an important bridge between understanding the existing conditions in the city, balancing community voices and priorities, and brainstorming what Newark360 could achieve. The work was then synthesized and used as a foundation for drafting the Plan pillars, goals, and actions.

TAC Takeaways:

We were energized by the outspoken and positive outlook of the Technical Advisory Committee members of Newark360. Upon touching base collectively, we agreed on the following common threads in all 6 breakout groups:

- Balance actionable with aspirational.
- Manage expectations on what the Master Plan can address and what it cannot in context of the Land Use Element.
- Build capacity in city governance to enforce policies and promote greater coordination between city agencies, across public, private and non-profit sectors, and between city, county and state.

**Parks & Open Space**

Question 1:

What are the top priorities for Newark parks?

Cleanliness, trash. This could help with sewer overflows	Maintenance of ALL parks	Engaging programming at ALL parks	Safety, lighting	There should be a common expectation for all parks in Newark	Maintenance must be improved and can also be job generator for Newarkers.
Experienced caretakers that care for parks, not just volunteers. Staff that knows how to maintain the complex palette of the park	Safe Access to parks - the condition of sidewalks, etc.	Amenities - increased access to wi-fi, solar panels	Communication - so people know what amenities and programming is available at their local parks	Parks most in need: Lincoln Park (no amenities currently), Bellsburg Park, Nat Turner Park, Mulberry Commons (off the track)	Programs in partnership with community groups (see united parks as one or friends of riverfront park for example.

^ The Technical Advisory Committees had virtual breakout rooms with discussion questions around the Plan Elements and priorities for the Master Plan. An example of the collaborative whiteboard we used is shown above



image: GalleryRetail: Zay, Isaiah Little



02

Newark Today

In the decade since the previous Master Plan, Newark has experienced immigration and population growth; repeated flooding and storm events; increased housing costs; and a pandemic which devastated many Newarkers' health and economic prospects.

Using the lenses of Health, Equity, and Resilience, this chapter is a snapshot of Newark in 2022, in order to build Newark360's foundation for action.

A group of students in school uniforms are looking at a large mural of a person's face on a brick wall. The mural is painted in vibrant colors, including purple, blue, and green. The students are wearing plaid skirts and puffer jackets. One student in the foreground is pointing towards the mural. The scene is set outdoors, and the mural is a significant part of the background.

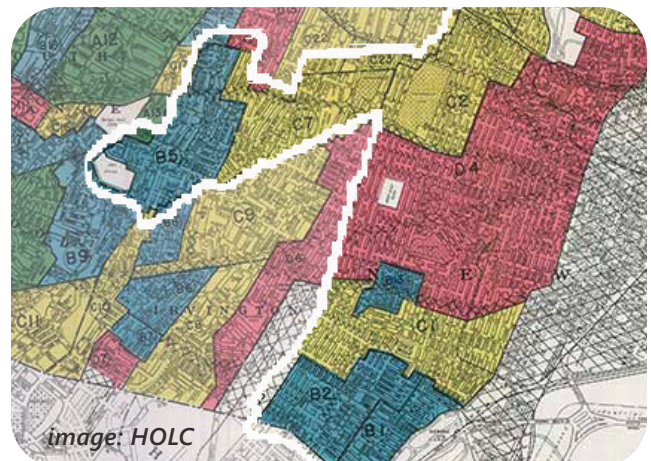
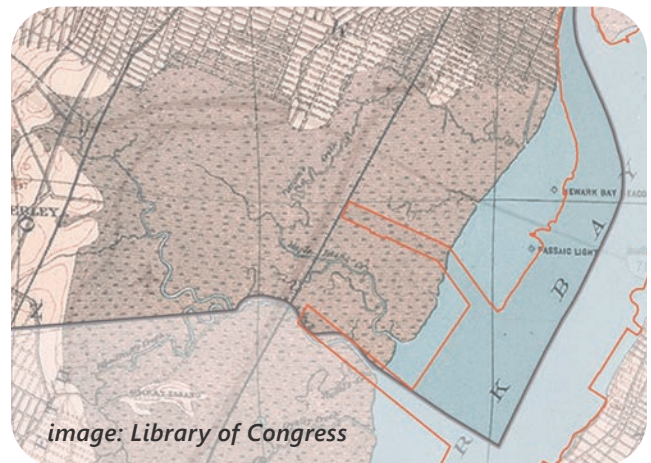
Newark Yesterday and Today

image: City of Newark

In order to fully understand Newark Today, a reexamination of our shared past is essential.

Understanding Newark's past can bring light to much of the city's current development: we can understand that present-day Washington Street follows a traditional Munsee path, and how the neighborhoods that were denied federal investment in the 1930s still suffer today from that lack of funding. We can see that some of our zones of persistent flooding were backfilled to create land where there had previously been only water.

Beyond the physical, though, our social and cultural histories are crucial foundations for tomorrow. Newark, much like many cities in the US, is grappling with a period of reckoning around historic omissions and racial injustice. Newark360 intends to incorporate this historic framework into our planning for a shared and brighter future.



A Timeline of Newark



Carriages, Cotton, Jewelry, Hardware



NEWARK AS AN INDUSTRIALIZING CITY

The population expands rapidly in this period as Newark emerges as a regional economic and manufacturing hub, processing raw goods from the US South and the larger region

NEWARK BEGINS

As colonization spread, Newark is founded with agriculture and crafts at the center of its economy



INDIGENOUS SOVEREIGNTY

Bands of the Lenni-Lenape occupy the Newark region, with a network of trails and settlements along the Passaic River

Passaic River



Made in Newark



1660 1670 1680 1690 1700 1710 1720 1730 1740 1750 1760 1770 1780 1790 1800 1810 1820 1830 1840

1,000 8,008 6,507 10,953 17,290



Ragtime, Jazz, Swing

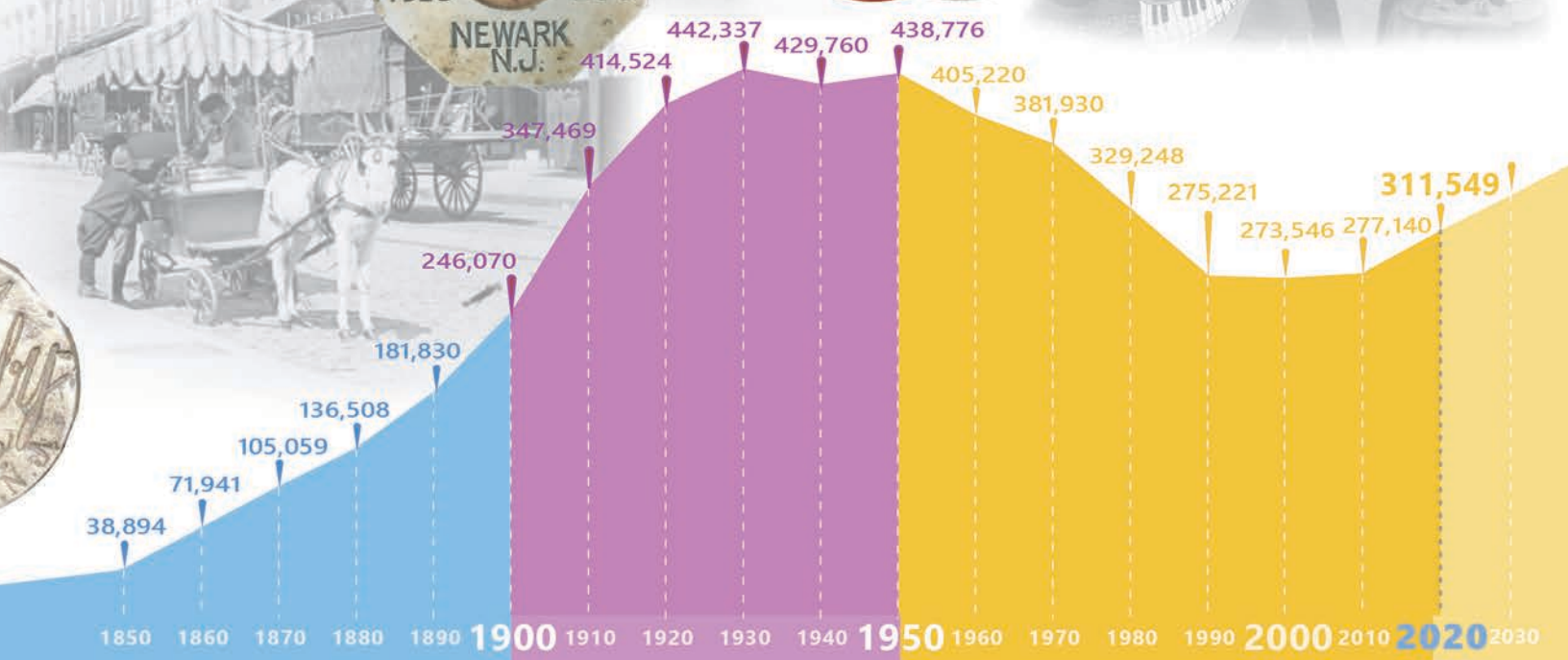
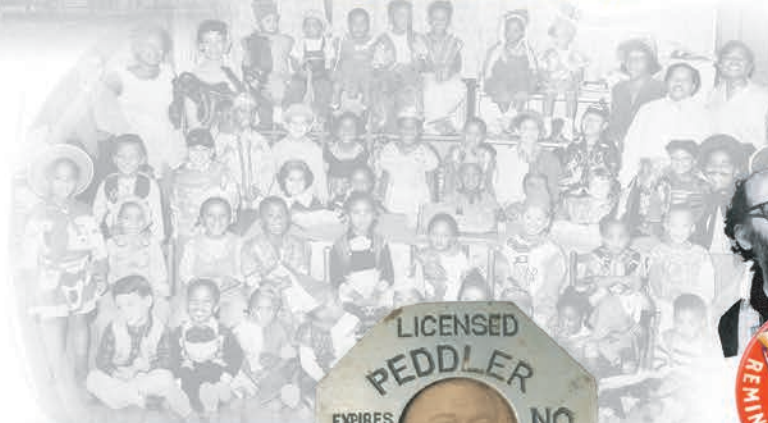
NEWARK AS A RESURGENT CITY

Major cities across the US lose government & private investments, jobs, and population growth to the suburbs. Long-time Newarkers take to activism and the arts in response to major economic and cultural shifts.



NEWARK AS A CITY OF COMMUNITIES

After decades of tremendous growth, Newark's network of interdependent neighborhoods take shape



Our Historic Origins

Indigenous Sovereignty

Source: oldnewark.org

The area that is now Newark was part of the domain of the Munsee, a subtribe of the Lenape. The Lenape were Algonquin speakers who settled large areas of present-day New Jersey, Pennsylvania, Delaware, and New York.¹

The tribal center for the Munsee was near the present site of the city of Hackensack, New Jersey, and the surrounding regions were dotted with indigenous settlements.²

The Lenape were known skilled farmers, their agricultural techniques and crops (corn, pumpkins, squash, etc.) were adopted by later white settlers.³ In addition to farming, the Munsee fished the Passaic River and the waters of Newark Bay, and hunted the forest and the marshlands of the surrounding area.⁴ The Lenape left a lasting impact on the cultural geography of New Jersey.

For example, they burned widely in forested areas to drive game into the open, ease travel, and increase visibility. This burning, continued by white settlers in the 17th and 18th centuries, greatly altered the plants and animal life of the region. Indigenous trails also provided foundational paths for later roads and highways, and often determined the location of early New Jersey towns.⁵ **A network of trails facilitated access between the highlands, the Hudson River and New Jersey shores, and there are likely to have been several crossing places on the Passaic River in the Newark vicinity.**



EXISTING SETTLEMENTS influenced the region's patterns of colonial settlement



^ Susie Elkhair wears traditional clothing

Source: delawaretribe.org

LENAPE 'The Real People'

...influenced Newark's layout. Present day Washington Street follows the line of the Minisink Path.

> Lenape tools for woodworking, canoe making, and more

Source: njskylands.com



Newark Begins 'a Village of Makers'

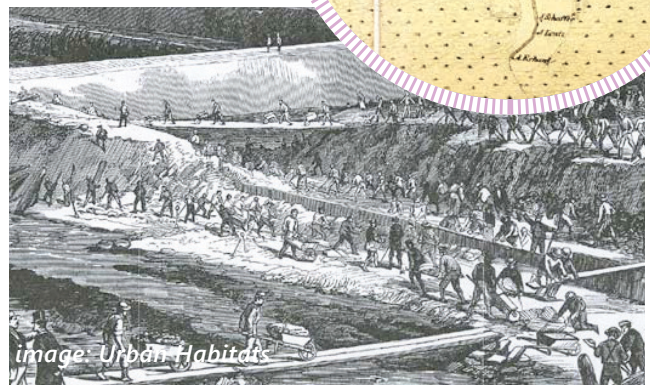
1600 - 1800

1,000
Newarkers

In 1666, the founders of Newark relied on New England town planning principles by creating an organized street system and public spaces throughout.⁶ Today these areas are Washington Park and Military Park, respectively. Surveyors set out "Highways in the most convenient places," including a "Center...street of the town".⁷ This street, known since the 18th century as Broad Street, became Newark's most important thoroughfare, running north-south through the town.

Newark's town planners did not impose a rigid grid-like design on the wilderness, instead their plan followed the topography of the area, using Lenape trails which ran between the river and the mountains. The most obvious instance of this modification can be seen in Broad Street, which angles off sharply to the west at both ends. Likewise, the irregularities in Washington Street, which follows the Lenape's Minisink Path, can be attributed to the contours of the hill area directly west.⁸ The founders most adhered to the features of the New England town plan in their attitude toward the town's land. For example property owners were required to live on their land for two years before selling it. Owners had to first offer the land to the town and if refused, owners could sell to "any whom the town shall approve of".⁹

Throughout this the 18th and 19th century, Newark remained essentially a homogenous, pre-industrial and self-sufficient community.¹⁰ Although its economy was agricultural, Newark was home to a thriving community of artisans, who worked in small shops next to their homes. **By 1800, Newark could boast thirty plus distinct crafts as artisans produced hats, lace, jewelry, carriages, and shoes, generally for local consumption.**¹¹



^ Filling the New Jersey meadowlands

Newark as an Industrial City

1800-1900

246,070
Newarkers

Source: oldnewark.org

The industrial revolution changed Newark's landscape as the canal, railroads, homes, factories, and miles of new streets were constructed. The city's rapid development in these years progressed in a generally haphazard fashion. Until the city planning movement of the early 20th century, there was no zoning system in Newark.¹² Rather, developers relied on the "grid plan," laying out streets in a rectilinear fashion and subdividing blocks into narrow 25' x 100' lots. The grid was ideal for rapidly subdividing land in a booming real estate market.¹³

Newark's 19th century network of radiating transportation arteries was the cause for industrial dispersion. A 1913 city planning report pointed to the "discordant mingling" of factories, homes, and shops in the city.¹⁴ Manufacturers located close to the canal and the railroads, creating a belt of heavy industry throughout the Newark region.¹⁵ The early 20th century witnessed the beginnings of the modern city planning movement in the United States. These interests together saw the creation of Newark's City Planning Commission in 1911, which established an overall design for future growth.¹⁶

By the early 20th century, the city's industrial dispersion led to the environmental deterioration of many neighborhoods.

A 1920 zoning law required that new industrial development be restricted to areas along railroads and the Passaic River near Newark Bay. However, since most of Newark's industrial development took place before this law took effect, the city still endured the scattering of factories.¹⁷

River Street Factories



^ Woman doing 'Piece Work'

With immigrants from Europe occupying the best factory jobs, Black women took 'piece work' to their homes, and were paid per garment.

Newark as a City of Communities

1900-WWII

438,776
Newarkers

Source: oldnewark.org

The stock market crash of 1929 and the Great Depression had a severe impact on Newark. Following World War II, many manufacturers left Newark for the south and west.¹⁸ Fortunately for Newark, its economy had diversified by the mid-20th century, with its growing financial institutions and its insurance industry providing it with economic vitality.

The most striking feature of Newark's social history since World War I has been the migration of African Americans from the rural south, often called the Great Migration. During World War I, Newark's industries hired African Americans for factory work. As word spread that jobs were plentiful in Newark, the city's African American population shot up from around 9,400 in 1915 to nearly 17,000 in 1920. In 1925, the population increased to 38,800. Unlike European immigrants before them, African Americans found it impossible to gain stability in their newly gained employment. Unions shut them out of skilled jobs, and if they did get a skilled labor job, they were paid as unskilled laborers. In 1930, African Americans accounted for 16.9% of Newark's unemployed.¹⁹ Additionally, strict racial segregation and Jim Crow ruled the day in Newark. African Americans were forced into the rapidly deteriorating sections of the inner city, with a high concentration in the Third Ward.²⁰

The Newark Central Planning Board estimated that in 1945, more than half of the city's Black residents lived in "unhealthful and unwholesome quarters" which needed repairs or lacked private baths, or water supply.²¹ **Life was not all bleak however, as the "Roaring Third," developed into the center of Newark's African American life with theaters, nightclubs and other venues where Ragtime and eventually Jazz music poured out.** From 1925 to 1950, the Third Ward became the heart of jazz and swing in Newark, featuring a vibrant nightlife with African American performers such as Miss Rhapsody, Ike Quebec, and Sarah Vaughn, as well as countless revues, bands, and dance acts.

WEEQUAHIC

'CREEK HEAD'

names the neighborhood after the headwaters of a stream or cove



image: Weequahic High School Alumni Association

^ Students pose with an alumni gift

Newark as a Resurgent City

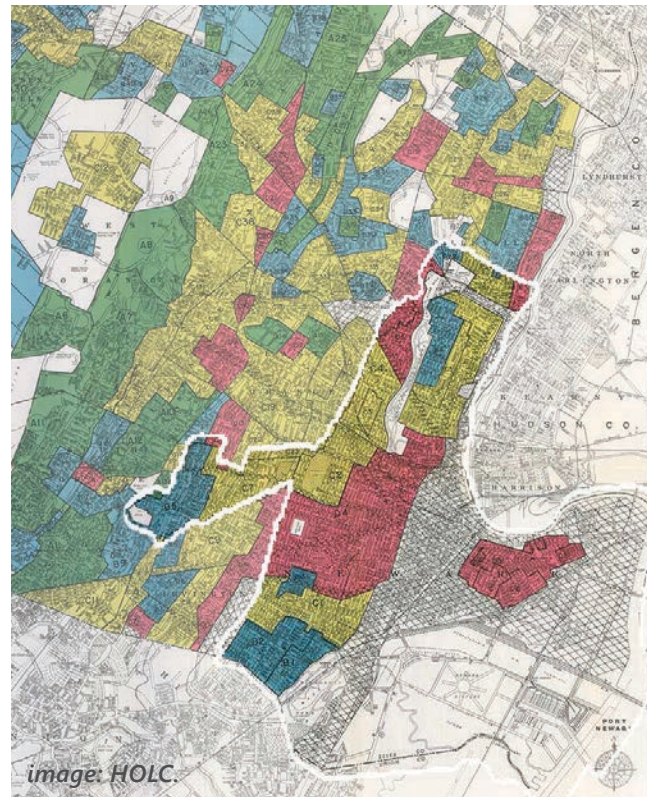
WWII-1960s

WWII - PRESENT

311,549
Newarkers

In 1947, Louis Danzig was named the director of the Newark Housing Authority (NHA) and given a blank check to run it. With deteriorating housing, and veterans returning home, a housing shortage emerged. According to Danzig, vast areas in the East, North and Central Wards needed to be completely razed, and he used the Federal Housing Act of 1949 to achieve this. **By 1956, Newark had built more public housing units per capita than any other US city.**²²

The Federal Housing Administration also "redlined" most of Newark, preferring to back mortgages in the surrounding white suburbs, while manufacturers set up factories in surrounding towns, leaving deteriorated industrial buildings. Highways further tore Newark apart while allowing middle-class workers living in the suburbs to easily commute to Newark for jobs. In addition, the political and economic power in the city remained based in the white population.



^ "Redlined" Neighborhoods of Newark

The Federal Housing Administration commissioned maps in the late 1930s to designate urban zones deemed "hazardous" to lend mortgages. These redlined zones corresponded with communities of color.

HOUSING INVENTORY
BEST
STILL DESIRABLE
DECLINING
HAZARDOUS

Playground
at Prudential
Apartments



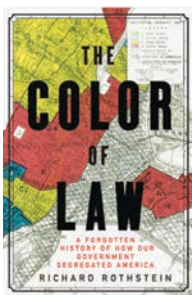


Newark Today

1960s-Present

On July 12, 1967 Newark was the focus of television news broadcasts after taxi driver John Smith was violently beaten by two white Newark policemen during a traffic stop. The following day, a rally outside of the fourth precinct turned chaotic as residents took to the streets. None of the first responders had proper training or were able to communicate amongst themselves, and gunfire was exchanged between the various agencies. In the end, 26 people were killed, 1,500 wounded, 1,600 arrested and \$10 million dollars in property was destroyed.²³ **After the unrest of summer 1967, the mainstream media called Newark the worst city in the United States and the city became a symbol of urban decay and racial antagonism. The 1967 Rebellion's impact can still be felt in Newark today, both socially and physically.**

Between 1970 and 1980, Newark's population declined by 50,000. African American unemployment rose, one-third of African Americans lived in poverty and two-thirds of the jobs in Newark were held by people living outside the city. Newark suffered a 12 percent drop in assessed property value while real estate prices skyrocketed in surrounding suburbs.²⁴



< Richard Rothstein's 2017 book *The Color of Law* outlines the way federal policies like redlining divided cities along racial lines

In the ensuing decades, however, the population of the city has increased again. In 2014, Ras Baraka became the 40th mayor of Newark, and was reelected in 2018. He has worked to attract new development to the city including Audible's Innovation Cathedral, and Walker House. Mayor Baraka launched Newark's first police Civilian Complaint Review board and unified the City's police and fire departments into a single public safety department. **The national 2020 Black Lives Matter demonstrations brought Newarkers from all backgrounds to the streets to continue engaging in difficult conversations about race and the city.**



^ 2020 Black Lives Matter Protests

Artists paint a Black Lives Matter street mural along Halsey Street, joining dozens of cities across the country.

Preserving our cultures

Newark is and always has been the cultural heart of New Jersey. Culture is the flavor that makes Newark, Newark. Culture is intrinsic in Newark's artistic community, ethnic enclaves, music scene, festivals, historic districts, and lore. Arts, culture and creativity are components of Newark's new economy, and continue to make Newark attractive to new residents and visitors. This culture must be protected as Newark grows in the next decade.

This is home. Home with its grit and graffiti and greatness. The streets and steel and strength. These boulevards, these bricks and this brilliance. Home is the fire that fuels our creative collective spirit.

-Queen Latifah, Newark native





^ FIGURE 1 Cultural assets in the City of Newark

Source. (a) Newark Creates; (b) Newark Arts;
(c) Newark Happening

Legend

- | | |
|---------------------------|----------------------|
| ✕ Cultural Hubs | ○ Murals |
| ● Museums & Art Galleries | ● Historic Districts |
| ● Public Art | ▲ Historic Landmarks |



A Decade of Change & Growth

image: Dolo Foto for Newark Happening

Demographic Shifts

Growth

Newark saw remarkable growth over the past decade – doubling the state’s growth rate at 13%. Newark remains New Jersey’s most populous municipality, pushing above the 300,000 barrier for the first time since the 1980s (given Newark’s large foreign-born and student populations, it is safe to assume that the city is home to more residents than recorded by the census).

Aligned with other urban centers in New Jersey, a majority of Newark’s growth was fueled by sharp increases in the Hispanic and foreign-born populations.

Newark is also aging - in line with national trend of increasing Baby Boomer cohorts populating urban centers. A closer look at Newark’s growth over the past decade shed light on some important demographic shifts.

- There was a decline in Black residents over the past decade.
- Newark gained an additional 2.5% Hispanic residents over the same period, the majority of them are foreign-born from Latin America.
- The majority of the city’s growth occurred in the South, West and Central Wards.
- Even by conservative estimates, Newark is projected to grow over the next decade. Newark is expected to be increasingly Hispanic, decreasingly Black and White, and increasingly foreign-born.

Diversity

Diversity contributes to Newark’s identity. It has and will always be a city comprised of minorities and immigrants. Neighborhoods like the Ironbound are home to the largest concentrations of Portuguese and Brazilian communities in the U.S. There are 95 languages spoken in the city – the most prominent languages spoken other than English are Spanish, Portuguese and Haitian Creole. The world moved in to replace the void left behind by White Flight. Newark continues to serve as a gateway city for New Americans here to pursue the American Dream.

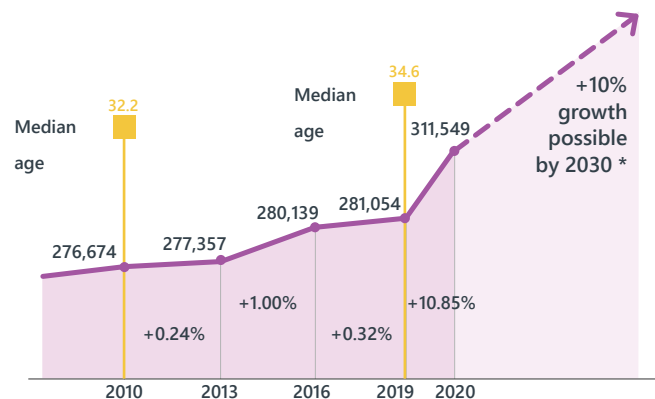


FIGURE 2 Population and growth in the City of Newark

Source. (a) Census.gov ACS Estimates; (b) Population and Labor Force Projections for New Jersey: 2010 to 2030, New Jersey Department of Labor and Workforce Development.



FIGURE 3 Newark residents are increasingly foreign-born - representing many flags

Source. Census.gov ACS Estimates, WRT

Poverty

Newark continues to be one of the poorest cities in the region with a poverty rate of 27.4%. Childhood poverty is at 37%, with a higher number for Black children. Two out of every five Black children live in poverty in Newark. Recent COVID-related federal stimulus checks have dramatically reduced poverty rates. However, this relief is short-lived and poverty rates are expected to soar above 28% in 2022. Additionally Newark's uniquely low homeownership rate means that about a third of all Black and Brown households in the city have zero savings.

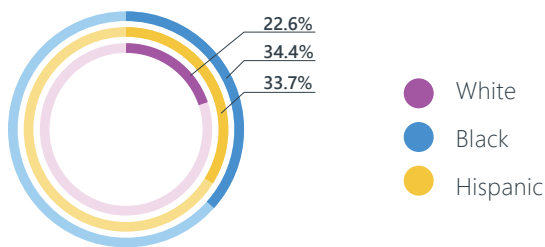


FIGURE 7 Households with zero net worth

Source: Prosperity Now, Racial Wealth Divide in Newark

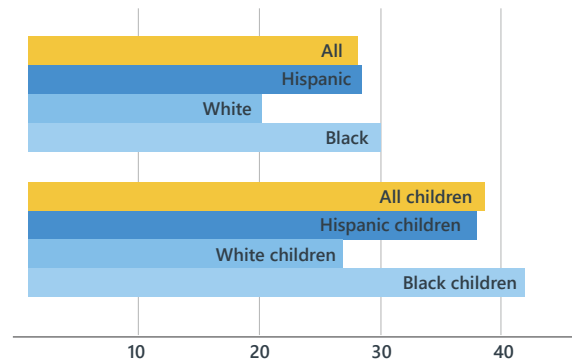


FIGURE 5 Poverty rate in the City of Newark

Source: Census.gov ACS Estimates

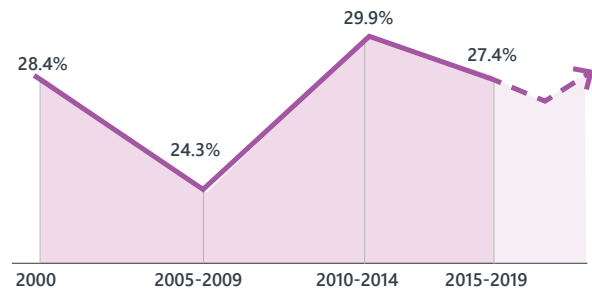


FIGURE 6 Poverty rate: change overtime in the City of Newark, likely to increase in the wake of COVID-19

Source: Census.gov ACS Estimates

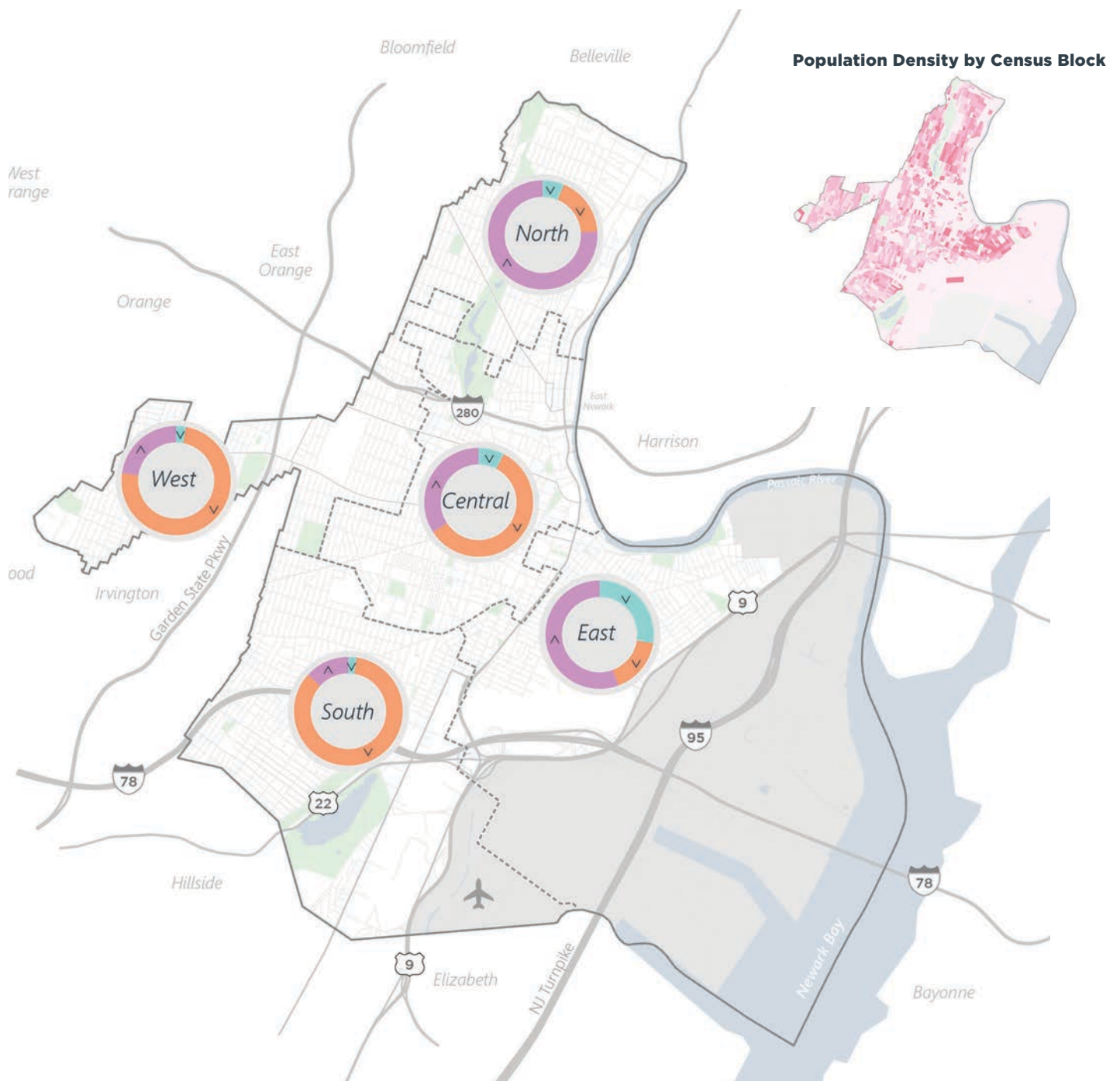
	North	South	Central	East	West	Total / Avg
Population	59,748	63,934	61,449	63,981	62,427	311,549
White	6%	2%	7%	23%	2%	-
Black	17%	81%	54%	14%	70%	-
Hispanic	72%	13%	32%	46%	21%	-
Growth White	-33%	-4%	-11%	-36%	-7%	-19%
Growth African American	-4%	-7%	-8%	-2%	-6%	-6%
Growth Hispanic	+2%	+2%	+2%	+5%	+3%	+2.8%
Population Growth (2010-2020)	+7%	+16%	+15%	+11%	+15%	+12.8%
Diversity index*	0.45	0.32	0.60	0.70	0.46	0.50
Poverty rate	29.4%	28.7%	35.2%	22.8%	27.6%	28.7%

FIGURE 4 Demographics in the City of Newark

Source: Census.gov ACS Estimates

*Diversity index measures community diversity. The range is from 0 to

1, where high scores (closer to 1) indicate high diversity and low scores (closer to 0) indicate low diversity.



SPOTLIGHT



Resilient New Jersey

Resilient New Jersey, a program administered through the NJDEP Bureau of Climate Resilience Planning, brings together planners, engineers, designers, and other experts to address flood-related hazards at a regional scale. Four regions statewide are currently conducting intensive planning efforts around climate-related resilience efforts. Resilient Northeastern New Jersey comprises Hoboken, Jersey City, Bayonne, and Newark. Though projected climate impacts are broad, the RNENJ team is primarily addressing flood risk, generating strategies for mitigation as a region.

In Summer 2022 the project team released their community-preferred scenarios and strategies. The Newark360 work aligns with the RNENJ team's findings and recommendations.

Urgency of Climate Action

Climate change is already impacting Newarkers and the impacts will worsen in the coming decades. Since the previous Master Plan, Newark has experienced Hurricane Sandy, Tropical Storms Henri and Ida, and other heavy rain and heat wave events. Sandy prompted reexamining and updating FEMA's Flood Insurance Rate Maps; however, rainfall flooding has led to serious and repeated disruptions to Newark businesses and livelihoods.

Climate projections show a continued increase in high heat days and severe storm events. According to Resilient Northeastern NJ, all of Newark's wards rank above the 75% percentile in an analysis using the CDC's Social Vulnerability Index. Newark's social vulnerability is compounded by its physical vulnerabilities like flood risk, proximity to industrial polluters, and more.

Newark is one of the most climate vulnerable places in the US.

- City of Newark Office of Sustainability

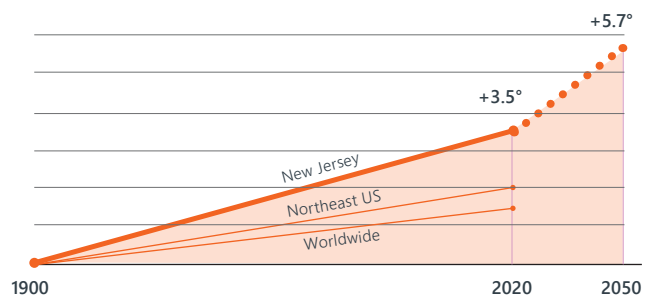


FIGURE 9 Temperature Increase & Projections

New Jersey State Scientific Report on Climate Change (2020)

"By the middle of the 21st century, around 70% of summers in the Northeast are anticipated to be hotter than the warmest summer to date."

Source: New Jersey State Scientific Report on Climate Change (2020)

Climate-related events like flooding jeopardize some of Newark's critical health and safety infrastructure

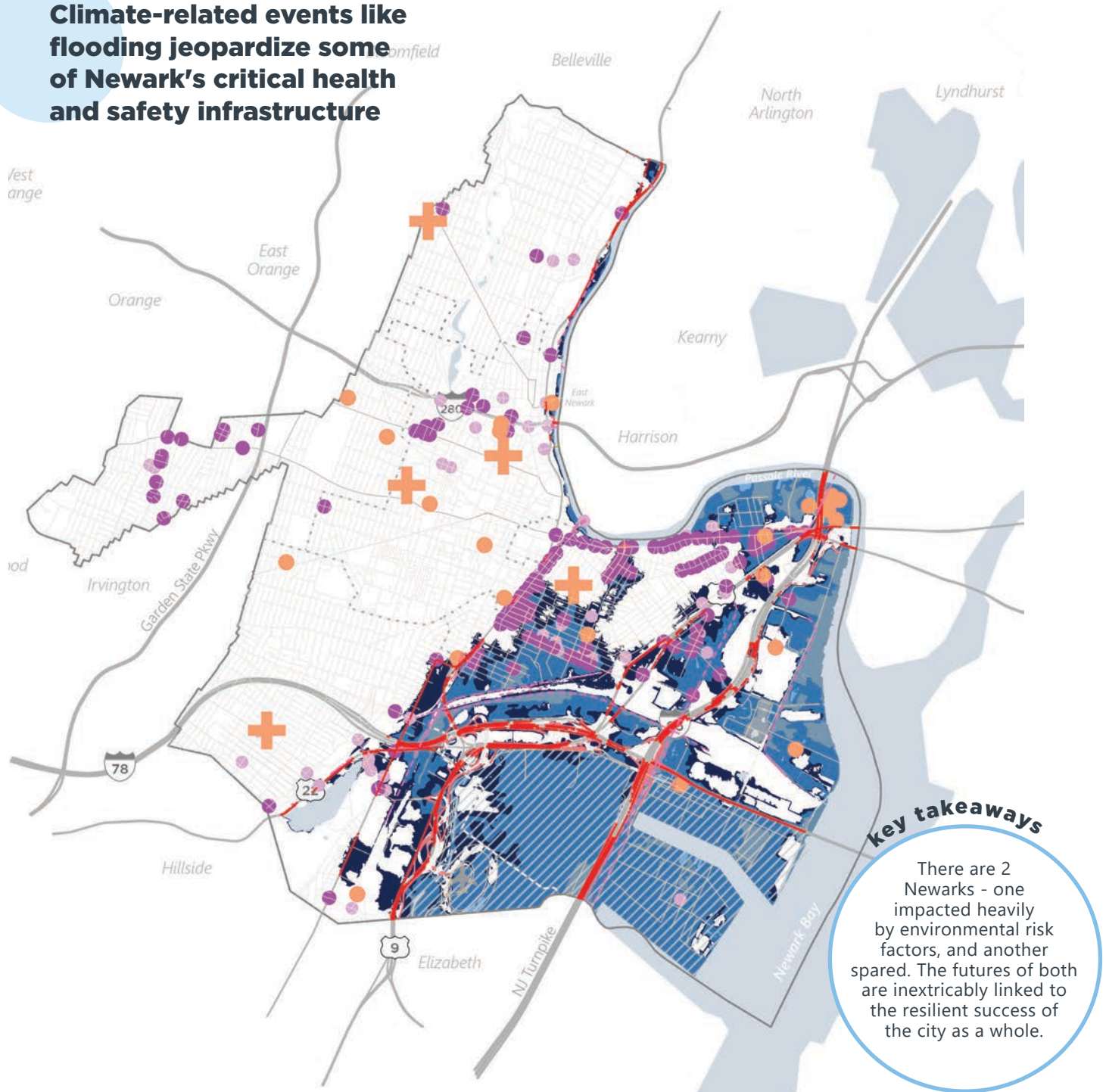


FIGURE 10 Overlapping Risk & Vulnerability

Source: City of Newark, Department of Homeland Security

The East Ward of Newark is particularly vulnerable to flooding due to the intersecting and overlapping risks of coastal storm events like Hurricane Sandy and future tidal inundation due to sea level rise. Flooding also brings risk to critical infrastructure like Newark's electric substations, connector highways, and hospitals, many of which lie near or within areas of past flooding.

Legend

- Sandy flooding
- 5' Sea Level Rise
- Storm event flooding (ex. Ida)
- Storm surge zones (SLOSH)
- + Hospitals
- Electrical Substations
- Roadways Flooded in Sandy

Housing Crisis

National Housing Crisis

The COVID-19 pandemic has amplified housing inequities in the US. Households that weathered the pandemic without financial distress are snapping up the limited supply of homes for sale, pushing up prices and further excluding less affluent Americans from homeownership.²⁵ At the same time, millions of households at the other end of the income spectrum were economically devastated during shutdowns – many are behind on their housing payments and on the brink of eviction or foreclosure. A disproportionately large share of these at-risk households are renters with low incomes and people of color.²⁶ During the peak of the crisis, when it was imperative for everyone to stay home and maintain social distancing, over 580,000 Americans were experiencing homelessness in shelters or on the streets.²⁷

The 2021 National Housing Wage* is \$24.90 per hour for a modest two bedroom rental home and \$20.40 per hour for a modest one-bedroom rental home.

There is no city in the United States where an individual earning minimum wage can afford to live.

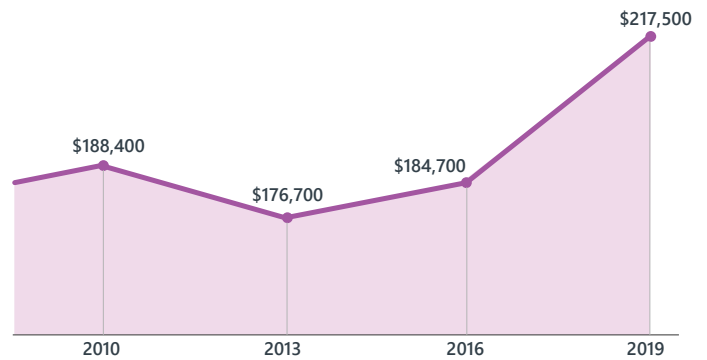


FIGURE 11 Median home value in the United States between 2010-2019

Source. Census.gov ACS Estimates

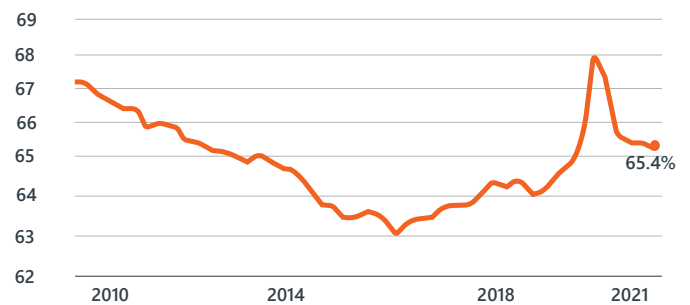


FIGURE 12 National homeownership rate

Source. (a) Quarterly Residential Vacancies and Homeownership Third Quarter 2021, November 2021. Census.gov. (b) HUD's Office of Policy Development & Research 2019-2020 Biennial Report

The national homeownership rate has improved in the last quarters of 2020, but the changes in survey methodology in the second and third quarters of 2020 due to COVID-19 made relative changes in the rate difficult to measure.

< New housing like Somerset Brownstones helps to fill the affordability gap in Newark

* National Housing Wage is the estimate of the hourly wage a full-time worker must earn to afford a rental home at HUD's fair market rate (FMR) without spending more than 30% of their income on housing costs, the accepted standard of affordability.

There is no city in the United States where an individual earning minimum wage can afford to live

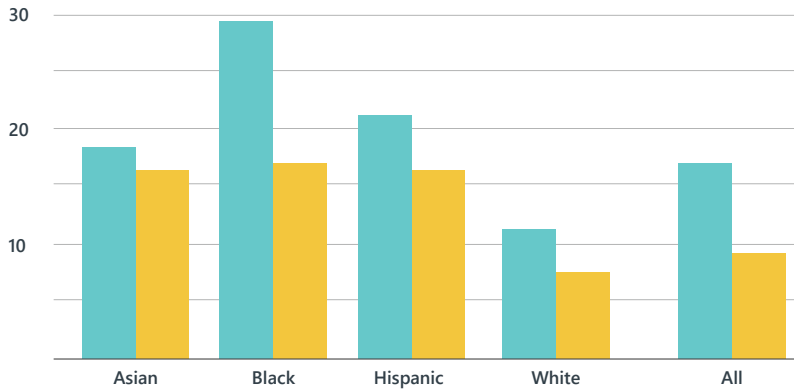


FIGURE 13 **Share of national households behind on housing payments**

Source: JCHS, Harvard, 2021

● Renter
● Owner

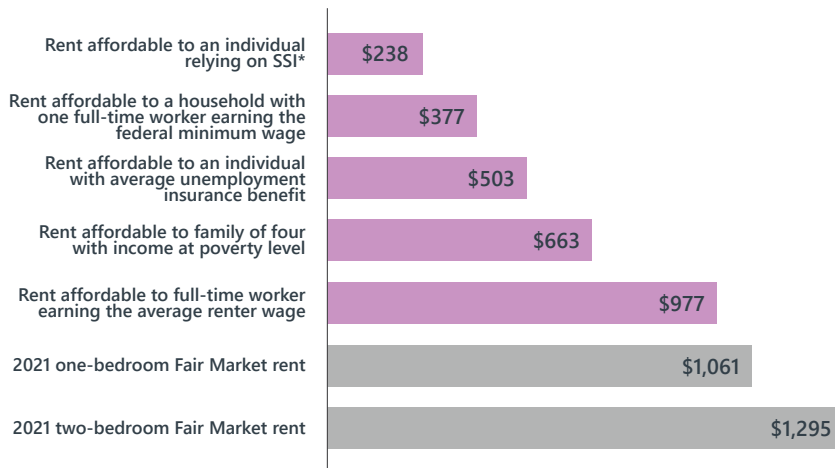


FIGURE 14 **National rent affordability**

Source: NLIHC, 2021

* Supplemental Security Income (SSI) is a Federal income supplement program designated to help aged, blind, and disabled people who have little or no income; it provides cash to meet basic needs for food, clothing, and shelter.

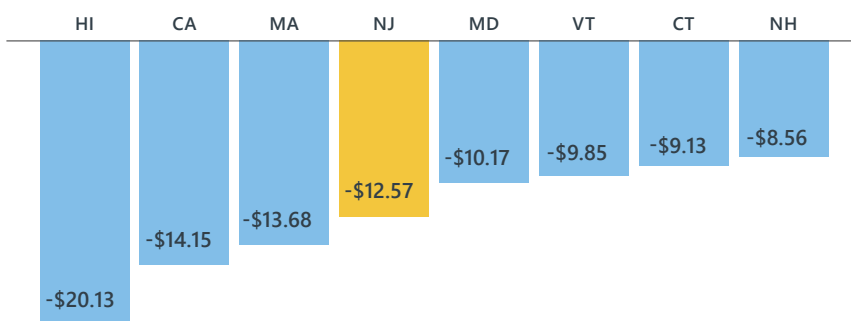


FIGURE 15 **States with the largest shortfall between average renter wage and two-bedroom housing wage**

Source: NLIHC, 2021

The average New Jersey resident makes \$12.57 less per hour than what is needed to afford a modest two-bedroom apartment in the Garden State.

**In an unaffordable region,
Newark's home values are
relatively cheap - but still more
than most Newarkers can afford**

Regional Housing Crisis

Newark sits in one of the most dynamic regions in America – the New York-Newark-Jersey City Metropolitan Statistical Area. The region is fast growing and is one of the least affordable and the most segregated metropolitan areas in the US.²⁸

The region boasts 7.7 million housing units with a vacancy rate of 9.3%. Its geographic advantage of being the primary gateway region along the Eastern Seaboard also makes it highly vulnerable to global events such as the COVID-19 pandemic, sea level rise and severe weather events. Newark's housing market competes in the same arena as bedroom communities in Essex County, high-rise condominiums in Jersey City, and neighborhoods in New York City's outer boroughs.

The New Jersey Supreme Court ruled in 1975 and again in 1983 that municipal land use regulations that prevent affordable housing opportunities for the poor are unconstitutional. All New Jersey municipalities are now required to plan, zone for, and take affirmative actions to provide realistic opportunities for their "fair share" of the region's need for affordable housing for low and moderate-income people, a case law that is known as the Mount Laurel Doctrine.

If Newark's surrounding suburban communities provide their fair share of affordable housing, Newark's housing crisis would look very different.

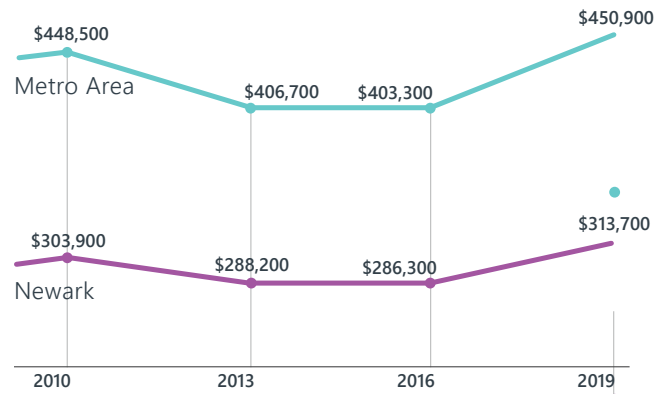


FIGURE 16 Median home value in the New York-Newark-Jersey City Metro Area and the City of Newark

Source: Census.gov ACS Estimates

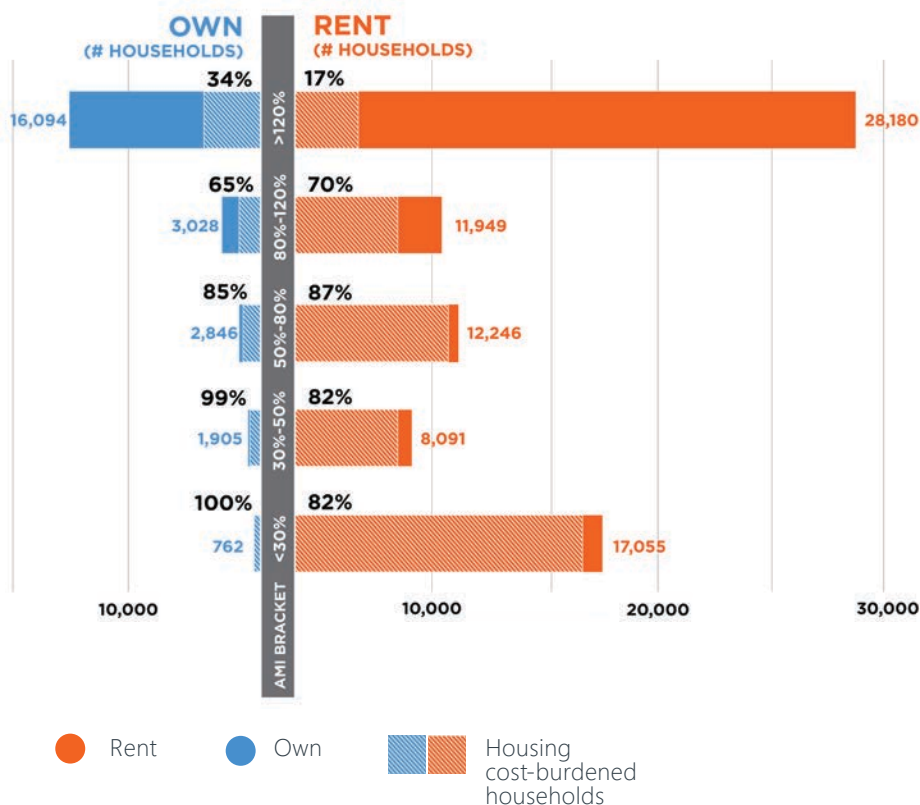


Dedication of a new housing project

Newark Housing Crisis

Before the coronavirus pandemic killed over 2,300 Newarkers and increased unemployment from 7% to 17%, advocates for affordable housing and equitable growth were concerned with displacement, gentrification, eviction and homelessness.²⁹ Newarkers are particularly housing insecure because most Newarkers are low-income renters.

Additionally, **Newark's housing crisis is intertwined with the region's climate crisis, environmental injustices, as well as transportation inequity, and further exacerbated by language and cultural barriers that unfairly disadvantages its large foreign-born population.**



Nearly every low-income household in Newark not protected by housing safety net programs is housing cost-burdened

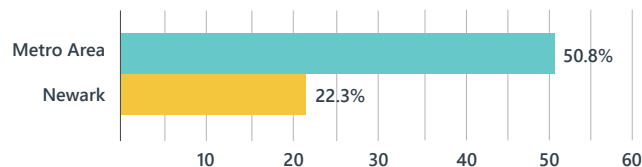


FIGURE 17 Homeownership rate in the New York-Newark-Jersey City Metro Area and the City of Newark

Source: Census.gov ACS Estimates

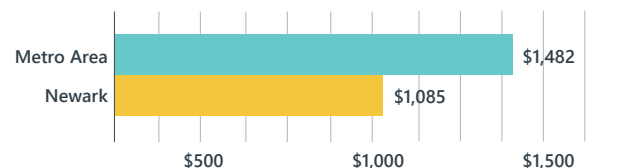


FIGURE 18 Median gross rent in the New York-Newark-Jersey City Metro Area and the City of Newark

Source: Census.gov ACS Estimates

FIGURE 19 Income levels, housing tenure, and cost-burdened households in the City of Newark

Source: Census.gov, 2019 ACS Estimates for the City of Newark

Figure 17 shows that the majority of households in the City of Newark at and under 120% AMI* are housing cost burdened**, regardless of tenure.

More than 70% of households in the City of Newark rent, and more than 65% of them are housing cost-burdened. Of those renters under the 80% AMI threshold, the housing cost-burdened households reach 80% - **nearly every low-income household in Newark not protected by housing safety net programs is housing cost-burdened.**

* Area Median Income (AMI) is a measure used widely to classify how affordable the housing stock is. The AMI represents the point at which half of all the households earn more and half earn less. It is calculated every year based on household gross income.

** Housing cost-burdened is the threshold HUD sets for housing affordability: households that spend more than 30% of the income in housing costs, including rent, utilities, and taxes, are considered to be housing cost burdened.

The COVID-19 pandemic disproportionately impacted the lives of Black and Brown Americans

Impact of COVID-19 Pandemic

The COVID-19 Pandemic that engulfed all aspects of American life since March 2020 has not yet abated. With the current surge of the Omicron Variant, we are still living in the midst of a pandemic – **a pandemic that disproportionately impacts the lives of Black and Brown Americans**. According to the Center for Disease Control, conditions in the places where people live, learn, work, play, and worship affect a wide range of health risks and outcomes, such as COVID-19 infection, severe illness, and death. These conditions are known as social determinants of health.

One barometer of an extreme impact of COVID-19 is the Newark International Airport (EWR) which saw record-breaking passenger volume in 2019 at over 35 million passengers. Pre-COVID, over 660,000 tons of air cargo and 55,000 ton of air mail flowed through EWR. Post-COVID, traffic through EWR dropped to as low as 15% of normal volume.

Four key topic areas of social determinants of health contribute to racial and ethnic minority groups being disproportionately affected by COVID-19 in Newark. Discrimination, which includes racism and associated chronic stress, influences each of these key topic areas.

	Total COVID-related deaths	Death Rate per 100K residents
City of Newark	1,086	349
County of Essex	2,935	340
State of New Jersey	26,601	286

FIGURE 20 **Death rate per 100,000 cases**

Source. (a) CDC; (b) Census.gov ACS Estimates



FIGURE 21 **Percentage of Newarkers that have been vaccinated**

Source. CDC



image: Newark City Parks

Outdoor events have resumed in the COVID-19 era with safety measures like masking requirements

Neighborhood and Physical Environment

Black and Brown Newarkers are disproportionately affected by difficulties finding affordable and quality housing in Newark. This limits their housing options to neighborhoods and residences with mostly other racial and ethnic minority groups, crowded conditions, and that lack access to reliable transportation. These conditions may make illnesses, diseases, and injuries more common and more severe, when experienced. In addition, access to nutritious affordable foods may be limited, and they may experience more environmental pollution within their neighborhoods. In some cultures, it is common for family members of many generations to live in one household, which could lead to exposure for older adults who are at increased risk for severe illness from COVID-19.



FIGURE 22 **Housing cost-burdened renters of color in the City of Newark**
Source. Prosperity Now, *Racial Wealth Divide in Newark*

Health and Healthcare

Black and Brown Newarkers are disproportionately affected by lack of access to quality health care, health insurance, and/or linguistically and culturally responsive health care. Inequities in treatment may result in distrust of government and healthcare systems. Such barriers increase risks for poor health and health outcomes by limiting health promotion, disease and injury prevention, and condition management activities.

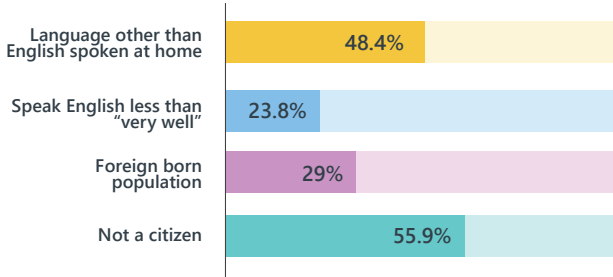


FIGURE 23 **Language spoken and non-citizen population**
Source. Census.gov ACS Estimates

Occupations and Job Conditions

Newarkers are disproportionately represented in essential work settings such as retail, hospitality, and construction. Workers in these settings have more chances to be exposed to COVID-19 because these types of jobs require frequent or close contact with the public or other workers, involve activities that cannot be done from home, and may lack benefits such as paid sick days.

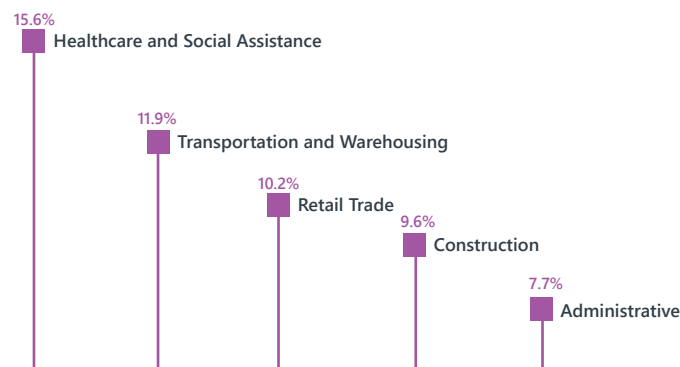


FIGURE 24 **Top employment industries in the City of Newark**
Source. Census.gov ACS Estimates

Income and Wealth

Black and Brown Newarkers have lower incomes, experience barriers to wealth accumulation, and carry greater debt. Such challenges may make managing expenses, paying medical bills, and accessing affordable quality housing, nutritious food, and reliable childcare difficult.³⁰ Nationally, a Black American is 2.5 times more likely to be hospitalized by COVID-19 and a Hispanic American is 2.4 times more likely to be hospitalized.³¹

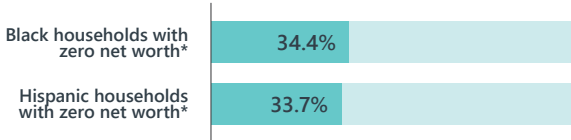
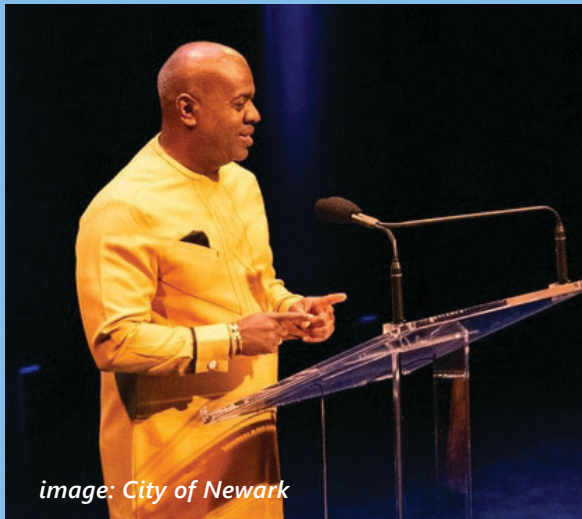


FIGURE 25 **Percentage of Black and Hispanic households with zero assets in Newark**
Source. Prosperity Now, *Racial Wealth Divide in Newark*
* Zero net worth is defined as the value of assets exactly equaling liabilities.

SPOTLIGHT



“I’m from Newark, and I’m proud of it.”

Opening with gratitude and pride for Newarkers, city administrators, and for his Newark roots, Mayor Ras J. Baraka delivered Part 1 of a two-part State of the City Address on October 26, 2021.

Outlining the maintenance and growth of city functions and programming, Mayor Baraka shared highlights on the city's various pandemic responses, continued efforts to reduce inequity, efforts to reform and create new public safety resources, continued efforts to provide quality education and social programs, as well as development and housing affordability. Each of these topics is reflected in the Newark360 Master Plan.

City Priorities

Newark Forward & the COVID-19 Era

The office of the Mayor amplified its principles for progressing Newarkers' outlooks during the onset of the pandemic:

In 2018, Mayor Baraka put forth a vision for an equitable Newark based on a comprehensive citywide engagement process, Newark Forward. Newark360 will build Newark Forward's core values of Health, Equity, and Resilience into the physical environment of the City. With community voices rooted in the creation of this platform, its concluding five points underscore the importance of collective action to achieve the following:

- An Empowered City: where residents have the capacity to change their lives.
- A Safer City: where-trauma informed care is at the heart of public safety.
- An Educated City: where residents meet their learning needs, and are able to get into educational pipelines for success.
- An Equitable City: guided by racial, social, environmental and economic justice.
- A Collaborative City: where institutions work together for precedent setting urban revitalization.

State of the City

To support the ongoing physical maintenance of Newark the Mayor shared the following calls to action:

“A time for solid leadership...”

Mayor Baraka identified the need for stability and clarity in collective leadership as a response to the mounting social pressures shaping this new decade. The Covid-19 Pandemic and heightened calls for racial and economic justice of 2020 have become central to the framework for how the city addresses virtually all of its services. While endurance is necessary, the Mayor also shared his office’s desire to rise above the pre-pandemic status quo and shared highlights to advance the city’s standing, in addition to a recovery effort.

“We have to begin to fix it...”

Despite advances Newarkers have, the hallmark indicators of poverty and economic stagnation find themselves disproportionately in Newark (when compared to NJ and the overall region). Throughout his address the Mayor discussed efforts to reduce inequity, and ended with a resonate call for Newarkers to look beyond recovery to begin to discuss reparations as a means to make progressive structural change in Newark.

“Public Safety involves all of us...”

While highlighting reforms to the carceral system, including closing the consent decree with the Department of Justice (for better officer training), and creating the Newark Community Museum of Social Justice, the Mayor also highlighted additional reform initiatives as the push for a Civilian Complaint Review Board with subpoena power. Addressing public safety in the physical realm, the Mayor also shared that the city has expanded its safe passageway to school initiative and its work to create innovative approaches to handling public safety.

“We did not miss a beat...”

Occupying a significant portion of the Mayor’s address, the adaptation of programs and services during the pandemic and economic shutdown has been a point of pride. With community health, the environment, and community resiliency at the forefront of the Mayor’s programming, additional services had to be crafted during the pandemic to protect seniors, single parents, houseless Newarkers and more.

“A cry for more [affordable] housing...”

With the CLiME (Rutgers Center on Law, Inequality, and Metropolitan Equity) report identifying Newark as short 16,000 units of affordable housing the Mayor spent a significant amount of time discussing development efforts in the city and efforts to retain housing affordability and the protection of tenant’s rights. The quality of development was also discussed as the city works to remove its lead lines, shore up community for sea level rise, and more.

A nighttime photograph of Newark, New Jersey. In the background, the illuminated dome of Newark City Hall rises above the Gothic architecture of a church. The foreground features a modern public plaza with numerous green, hexagonal planters and tall, thin light poles with spherical tops. The scene is lit with warm yellow lights from the buildings and cool white lights from the plaza fixtures.

Health, Equity, and Resilience in Newark Today

image: Audible / Newark Happening

This is an unprecedented moment to reimagine our city.

Because we choose to rise out of the pandemic stronger, our vision for the city in 10 years will be one forged in healthier lives, more equitable communities, and a resilient future.

The following pages provide a snapshot of Newark's foundational strengths and the challenges we must overcome together under the Health, Equity and Resilience framework. Many of the complex conditions assessed relate to more than one of these categories, and strategies to address them will need to be equally balanced. These cross-cutting intersections will be explored further in the development of the Newark360 Master Plan.

HEALTH

A healthier Newark is focused on healthy Newark households that have access to quality outdoor spaces, requisite services, nourishing foods, cultural activities, peace of mind, and good quality of life at all stages and wards.

EQUITY

An equitable Newark is guided by racial, social, environmental and economic justice in which the government and the private sector work to guarantee residents have access to competitive salary, contribute to our growing workforce, have quality housing and truly benefit from the city's prosperity.

RESILIENCE

A resilient Newark recovers from environmental, economic, social, physical, and governmental stressors quickly and stronger. Resilient Newarkers can count on systems set up to weather storms, floods, power outages, pandemics, and economic downturns – bouncing back towards even greater vibrancy.

Parks are essential social infrastructure, supporting physical and mental health, community cohesion, and civic pride. Parks also perform environmental services, reducing urban heat, creating space for water to drain into the soil, and providing habitat.

Newark's Park Mosaic

Newark has approximately 857 acres of developed park land in 57 parks, ranging from immersive green environments to downtown plazas. While the greatest number of Newark's parks are owned and operated by the City, less than 10 percent of park land is City-owned.

Essex County operates 10 parks in Newark, including the City's largest parks and many of its recreation amenities. Branch Brook and Weequahic parks feature historic park landscapes and special features (festival spaces, roller skating rinks, golf courses). Access to these parks is constrained by freeways and rail lines, and Newarkers at times do not feel embraced by the County's parks.

The City's own parks include the historic parks that help give shape and quality of life to downtown, including Military, Harriet Tubman, and Lincoln Parks. They also include recreation centers and pools distributed around the city. While the City has made important investments in recent years, the City's parks overall show the effects of limited public resources.

Other recreation and public space providers include Newark Public Schools and the Housing Authority. These spaces help fill gaps, and can be especially important in offering recreation amenities.



image: Trust for Public Land

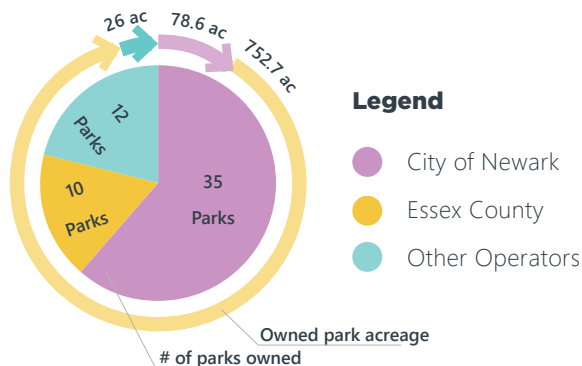
^ Harriet Tubman Park



image: City of Newark

^ Marquis "Bo" Porter Sports Complex

The former St. Peter's Recreation Center was fully renovated and renamed, with a state-of-the-art swimming pool, new baseball field, and, in 2021, a premier turf soccer field.



^ FIGURE 26 Park Operators in Newark

Source: Trust for Public Land, 2021.

Enhancing the Park System

Recent Accomplishments

The City has made significant investments in parks in recent years, with a strong emphasis on modernizing recreation facilities. Recreation centers in the West, South and East wards saw major renovations, and the John F. Kennedy Recreation & Aquatic Center in the Central Ward is currently being renovated. Other improvements have brought new playgrounds and artificial turf sports fields, as well as beautification.

Park Opportunities and Green Connections

Newark's 2012 Master Plan called for improving access to neighborhood parks; making progress toward a regional open space network, continuing to create partnerships with schools and institutions, and supporting thriving community gardens. With Newark360, the City has an opportunity to provide focus and renewed energy for the next ten years. Specific opportunities include:



Access and Inclusion

Access, programming, and communications to ensure Newarkers have can reach and feel welcome at all parks.



Existing Parks + Schools

Addition of amenities to park and school sites to provide real recreational value, especially in areas not well-served by parks.



Vacant Land + Brownfields

Strategic acquisition and park development on vacant and former industrial and automotive sites.



River and Trail Corridors

Focus on achieving access to and along the Passaic River, and completion of trail linkages.

City	Population	Park Acreage	Acres/1,000	Operational Spending \$/1,000	Capital Spending & Land Acq. \$/1,000
Newark	284,074	847*	2.98	\$14.37	\$56.77
Jersey City	281,829	1,089	3.86	\$16.94	\$5.32
Buffalo	260,357	2,382	9.15	\$85.39	\$17.18
Norfolk	248,416	1,792	7.21	\$51.01	\$0
Pittsburgh	308,432	3,686	11.95	\$70.74	\$50.34

* While Trust for Public Land reports Newark's park acreage as 857 acres, the analysis done for this report finds 847 acres.

FIGURE 27 Comparative Park Systems and Resources

Source. Trust for Public Land, 2021.

✓ **FIGURE 28 Newark's Parks**

Source. Trust for Public Land, 2021.

Park		Ward	Area (acres)
City of Newark Parks¹			
1	Boys Park	Central	1.39
2	Douglass Park	Central	1.21
3	First Street Park	Central	1.38
4	Harriet Tubman Park	Central	3.35
5	Hennessey Street Park	East	0.44
6	Jesse Allen Park	Central	8.06
7	Lincoln Park	East	4.64
8	Louis Schleifer Memorial Park	South	0.97
9	Mildred Helms Park	South	3.68
10	Military Park	Central	5.14
11	Mulberry Commons	East	2.76
12	Nat Turner Park	Central	9.63
13	Peter Francisco Park	East	0.44
14	Phillips Park	North	0.54
15	Riverfront Park	East	7.53
16	Thomas Silk Park	Central	0.59
17	West End Avenue Park	West	3.35
18	Championship Plaza	East	0.65
19	City Hall Park	East	0.31
20	St. Francis Xavier Park	Central	0.44
21	Bruce Branch Park	South	0.15
22	Clinton Avenue Park	Central	0.19
23	Jackson Park	East	0.34
24	Liberty Park	West	0.61
25	Mount Prospect Park	North	0.13
26	S. 20th St. Playground	South	0.13
27	Wallace Park	Central	0.13
28	Boylan St. Rec. Center	West	2.54
29	David L. Warner Playgrd	South	0.29
30	Ironbound Little League Field	East	1.24
31	John F. Kennedy Rec. & Aquatic Center	Central	2.34
32	Kasberger Field	West	3.72

Park		Ward	Area (acres)
33	Marquis "Bo" Porter Sports Complex	South	4.07
34	Rotunda Rec. & Wellness Center	Central	0.68
35	Sharpe James/Kenneth A. Gibson Rec. & Aquatic Center	East	10.79
36	Terrell James Park	South	0.37
Essex County Parks			
37	Branch Brook Park	North, Central	318.64
38	Independence Park	East	11.92
39	Ivy Hill Park	West	18.64
40	Riverbank Park	East	9.57
41	Riverfront Park	East	12.10
42	Vailsburg Park	West	29.28
43	Veterans Memorial Park	Central	2.71
44	Weequahic Park	South	317.88
45	West Side Park	West	31.34
46	Justice William J. Brennan Jr. Park	Central	0.64
Other Operators²			
47	Mt. Vernon Elementary School Rec Facilities	West	1.72
48	Hank Aaron Field	Central	1.87
49	Bradley Court Housing Complex	West	1.28
50	Newark Schools Stadium	North	8.35
51	NJPAC Entrance & Plaza	Central	2.01
52	Rutgers Walk	Central	0.48
53	Raymond A. Brown Sr. Park	East	1.13
54	Badger Avenue Park	South	2.71
55	Soccer Field/Baseball Field (Newark Public Schools)	Central	2.98
56	Post Office Plaza	Central	0.50
57	Penn Station Plaza	Central	0.60

key takeaways

At a time when parks have become invaluable community resources, many parts of Newark are park deserts.

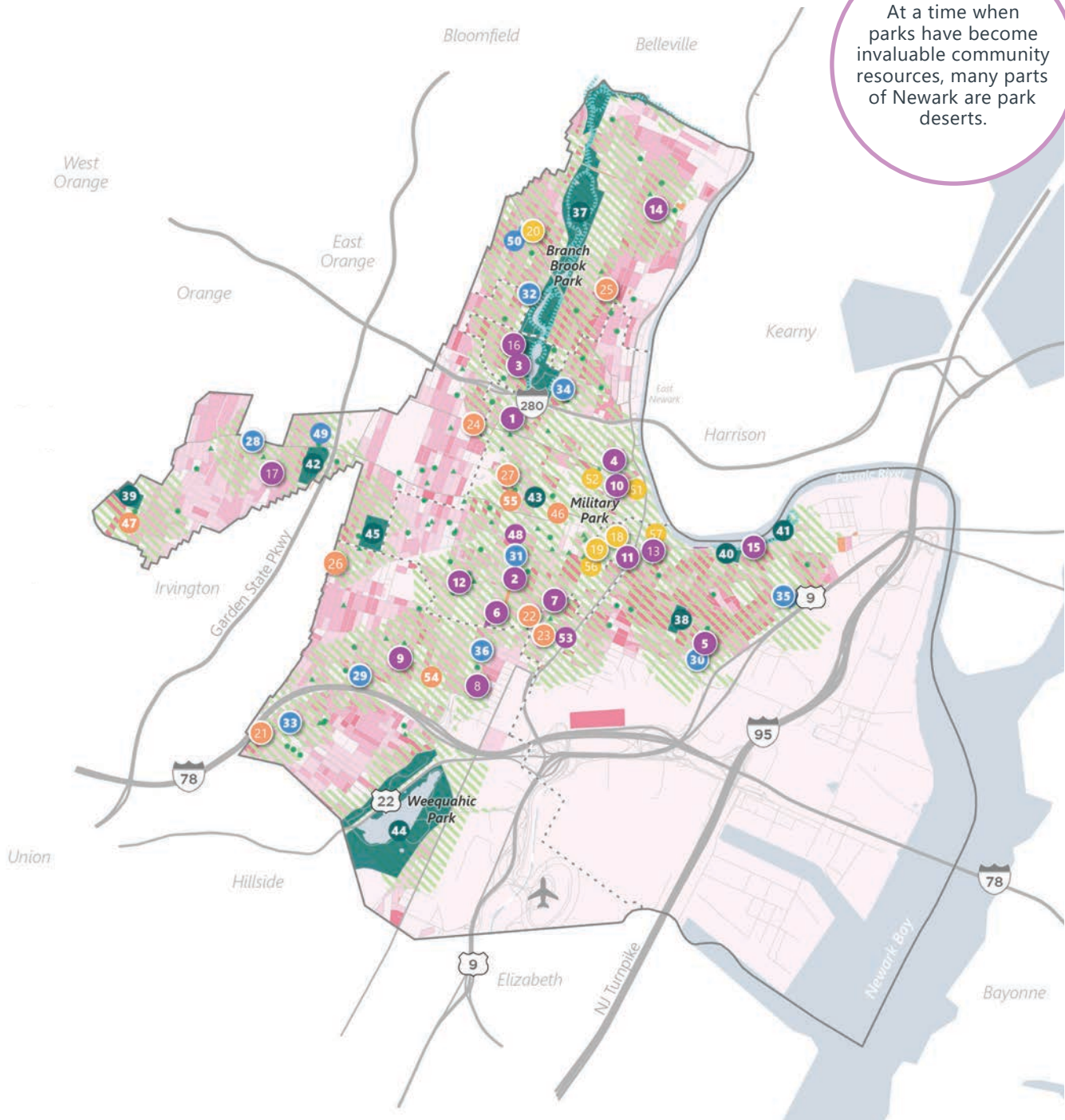


FIGURE 29 Parks and Park Access

Most of the City's neighborhoods have walkable access to parks. Still, in many cases those parks have limited recreational amenities. Parts of the City, especially in the Central and West Wards, are park deserts.

* This list includes only developed City parks. Some small sites with minimal improvements may not be included.

** Newark Board of Education, Newark Public Schools, NJ Performing Arts Center, Rutgers University, State of NJ, US Gov.

Parks & Parksheds

- Municipal Park
- County Park
- Recreation Center
- Outdoor Plaza
- Other
- Walkshed 1/2 mi

Population Density

- <20
- <40
- <60
- <80

Newark today builds on a strong foundation of environmental justice advocacy and mobilization. In the coming decade, growing a healthy city depends on continuing this work to address the physical and social dimensions of resilience.

Environmental Justice

Too often communities with high social risk are also in close proximity to environmental risks like flooding or toxic polluting sites, creating layered injustices. In our current environmental crisis we can see the history of urban policy and the legacy of the industrial city intersecting with the climate crisis. These impacts touch almost every neighborhood in Newark.

Upper Clinton Hill / Weequahic

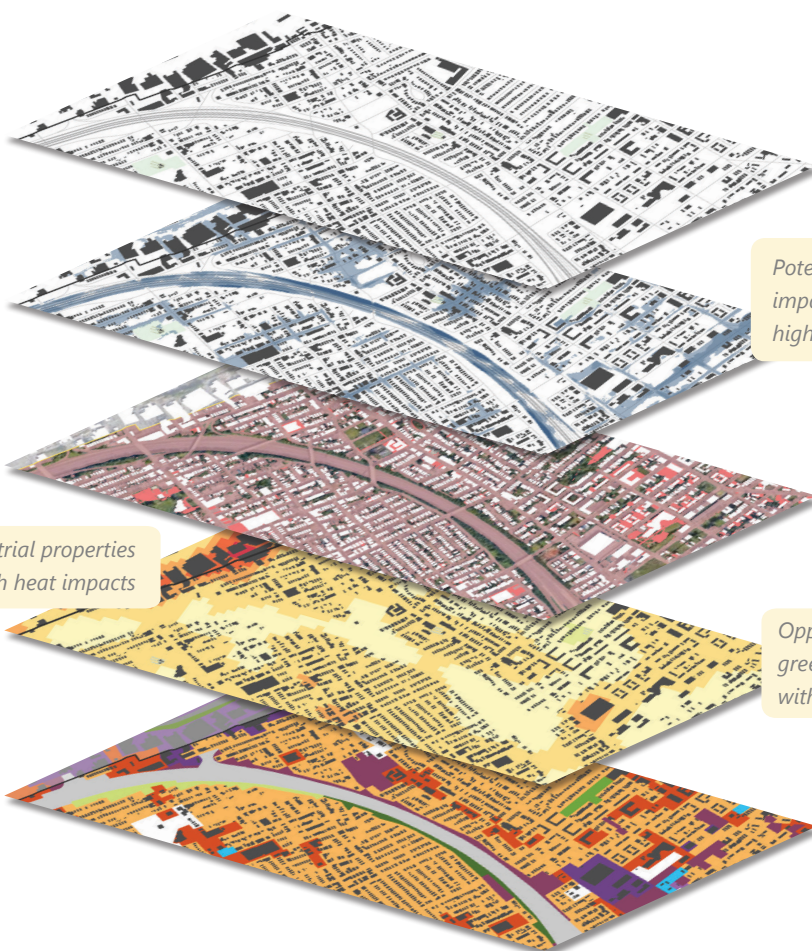
Coastal Inundation (SANDY) + Sea Level Rise

Rainfall flooding

Impervious Surfaces

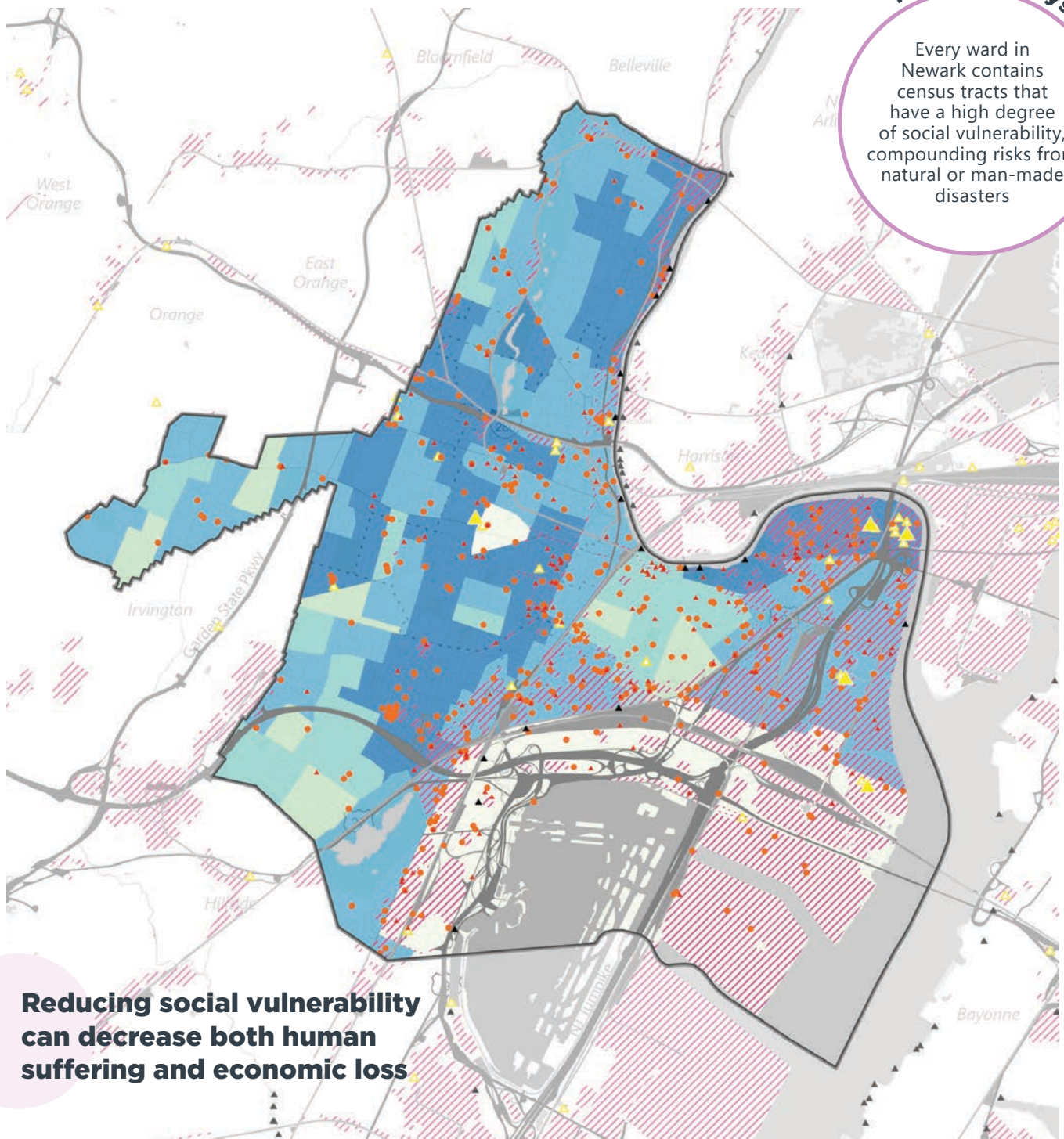
Land Surface Temperature (URBAN HEAT Island)

Land Use



✓ **FIGURE 30 Compounding Vulnerabilities**

Climate change trends affect the whole city, but we know that climate impacts are local. We see this in the variable existing conditions and infrastructure of Newark neighborhoods. To begin planning for resilience, we need to understand the climate stressors that intersect with land use, infrastructure, natural resources, and social characteristics. Social and physical risks compound to make some neighborhoods vulnerable to interrelated crises.



key takeaways

Every ward in Newark contains census tracts that have a high degree of social vulnerability, compounding risks from natural or man-made disasters

Reducing social vulnerability can decrease both human suffering and economic loss

^ FIGURE 31 **Social Vulnerability**

Source: <https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>, NJGIN

Social vulnerability refers to the potential negative effects on communities caused by external stresses on human health. Such stresses include natural or human-caused disasters, or disease outbreaks. Reducing social vulnerability can decrease both human suffering and economic loss. The CDC/ATSDR Social Vulnerability Index (CDC/ATSDR SVI) uses 15 Census variables to help officials identify communities that may need support before, during, or after disasters.

Social Vulnerability Index

- 0.95-1 (high)
- 0.85-0.95
- 0.75-0.85
- 0.65-0.75
- < 0.65 (moderate)

Sites of industry/ Potential Contamination

- ▨ Industrial Facilities
- ▲ Contaminated Sites
- Brownfields
- ▲ Power Generators
- ▲ Substations

Newark is weathering the COVID-19 pandemic with steadfastness and care for its citizens. The city continues to provide access to safety net programs such as unemployment, rental assistance, small business grants and other city, state and federal benefits. Resources are available to help Newarkers navigate housing rights, getting tested, receiving food, avoiding infection and reopening measures. Despite these efforts, Newark will be a different city after the pandemic - with greater housing insecurity, less social cohesion, a greater dependency on government stewardship, and likely lower life expectancy (in a city where zip codes already unfairly determine outcomes).

Inequities Exposed by COVID-19

As of January 10, 2022, the City of Newark reported a total of 65,061 total positive cases and a total of 1,086 deaths. The stories behind these deaths shed light on inequities in our communities as a result of structural racism. A significant majority of deaths in Newark affected Newarkers 50 years old and older. Given many multi-generational households in Newark (particularly prevalent among Hispanic communities), this may have long-term effects on childcare.

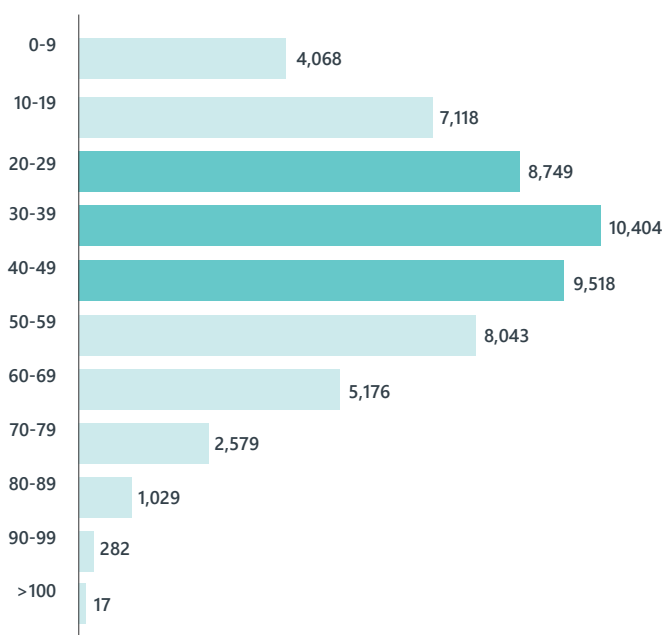


FIGURE 33 **Total detected COVID-19 test results by age**

Source: City of Newark COVID-19 Tracker

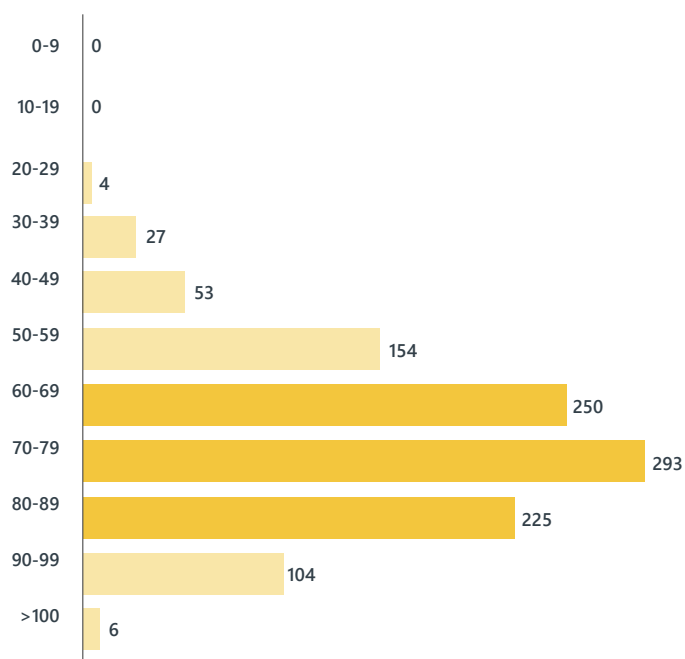


FIGURE 32 **Confirmed COVID-19 deaths by age in the City of Newark**

Source: City of Newark COVID-19 Tracker

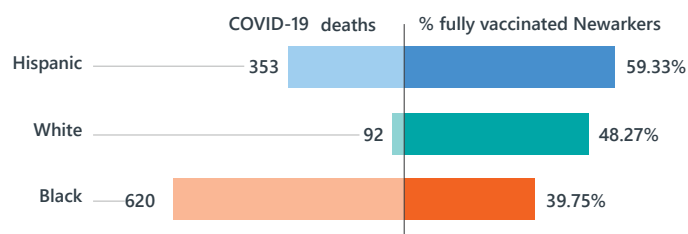


FIGURE 34 **Percentage of fully vaccinated Newarkers and number of COVID-19 deaths by ethnicity/race**

Source: City of Newark COVID-19 Tracker

Key takeaways

Residents in the North Ward had the highest rates of COVID-19 deaths, with the West and Central Wards following closely

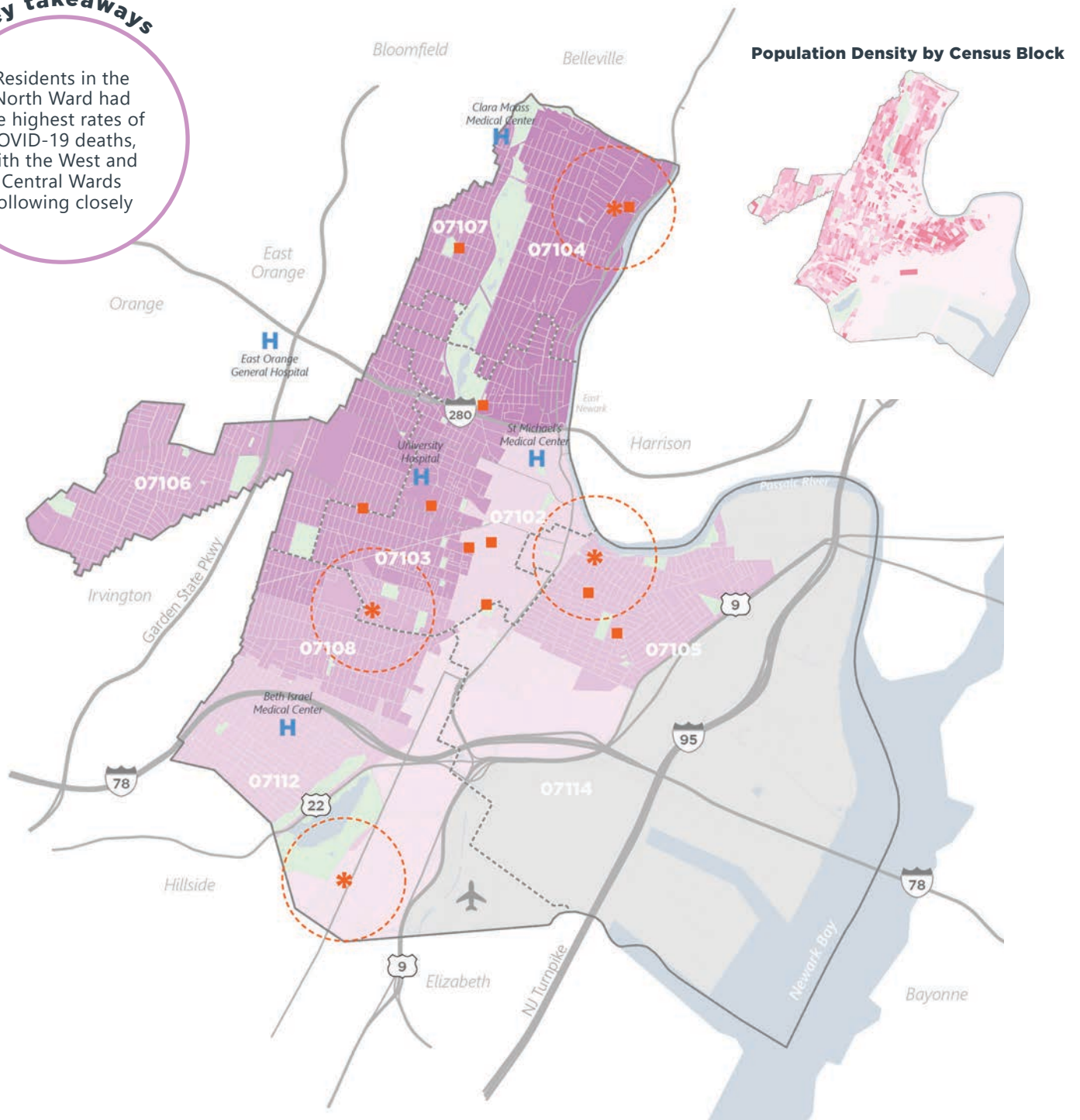


FIGURE 35 COVID-19 deaths in the City of Newark

Source: (a) City of Newark COVID-19 Tracker; (b) NJ.gov; (c) Census.gov ACS Estimates

76.6 years
is the life expectancy
in Newark

80.7 years
is the life expectancy
in New Jersey

COVID-19 deaths & Healthcare Providers

- COVID-19 deaths by ZIP code
- Testing sites (not including mobile sites)
- Federally Qualified Health Center
- Hospitals/Medical Centers
- 1/2 mi radius

Newark's historic housing stock is beautiful and emblematic of the city's rich history and heritage. Housing in Newark is attractive from its unique competitive market advantage – its location at a national crossroads of commerce, freight, passenger travel, and supported by institutional anchors. However housing in Newark does not serve the average Newarker who is a black/brown, low-income renter – often one illness, one flood event, one deferred maintenance calamity, one lost paycheck away from complete housing insecurity.

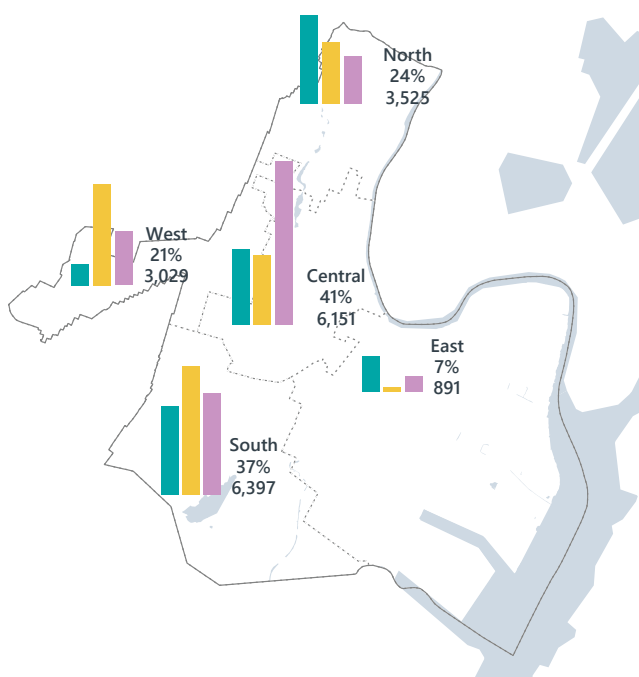
Housing Opportunity and Inequity

Stable housing is the bedrock of a stable household – without stable housing, everything else is on precarious footing – education, nutrition, mental health, personal safety, employment, etc. The COVID-19 pandemic has further emphasized the importance of stable housing. Today housing is more than just a roof over our heads – it is where we go to work, where we attend school, and where we convalesce from illness.

Newarkers are especially vulnerable to displacement – high percentage of renter households, cost burdened at almost every income level, and sitting squarely in a growing, affluent region where housing costs are at a fever pitch. In a city where about a third of all housing units are subsidized, we have to be careful that we do not dig Newark even deeper into a hole and solidify its destiny as a poor city. Additionally Newark's identity as a city of immigrants is threatened when well-intentioned housing policies drive foreign-born communities further into the margins of neighborhoods – into unsafe, unhealthy basements and garages.

There isn't just one roadmap to navigate out of Newark's housing crisis. We can't solely build our way out.

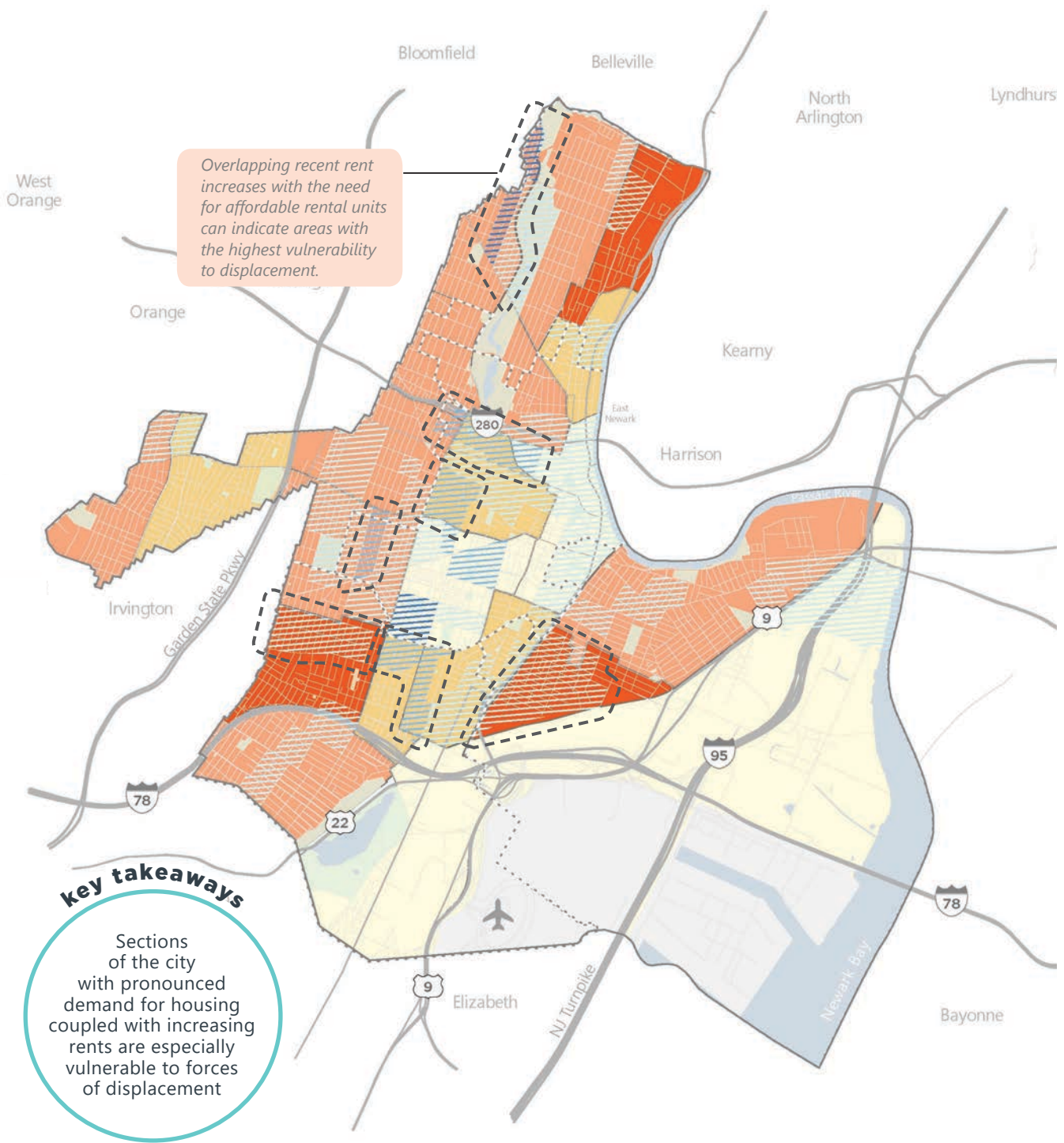
Newark has deployed a suite of policies to address its housing crisis, including stronger rent control, inclusionary zoning, amended zoning codes, and subsidies for first-time home buyers. These policies alone are not going to solve the city's housing crisis. Newark360 recognizes that we also need to zone our city in such a way that historic barriers to entry to robust employment opportunities need to be addressed. Solving for higher incomes must be part of this planning process.



^ FIGURE 37 Housing subsidy rates in Newark Wards

Source. *Homes Beyond Reach*, Rutgers CLiME

- Public Housing
- Vouchers
- Project Based Section 8



^ **FIGURE 38 Housing Vulnerability**

Source: NJGIN, City of Newark, census.gov, ACS Estimates

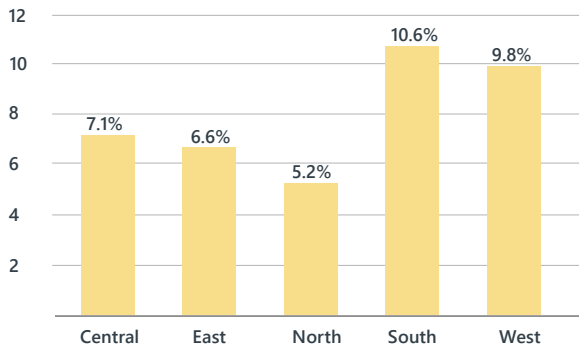
Preliminary analysis shows neighborhoods with the highest need for affordable one-bedroom rental apartments, overlaid with the percentage increase in median rent across the past decade.

Median Rent Increase since 2010

- 25-50% rent increase
- 50-100% rent increase
- +100% rent increase
- <6 units needed

Needed <\$900 Low-Rent Units per 100 rental households

- 6 - 16 units needed
- 17 - 24 units needed
- 25+ units needed



^ FIGURE 39 **Housing vacancy rate per Ward**

Source: Census.gov

938 adults
homeless living in Newark

504 children
homeless living in Newark

^ FIGURE 40 **Homelessness in the City of Newark**

Source: Newark Cares

**Newark residents are
especially vulnerable to
housing displacement**

Housing Vision

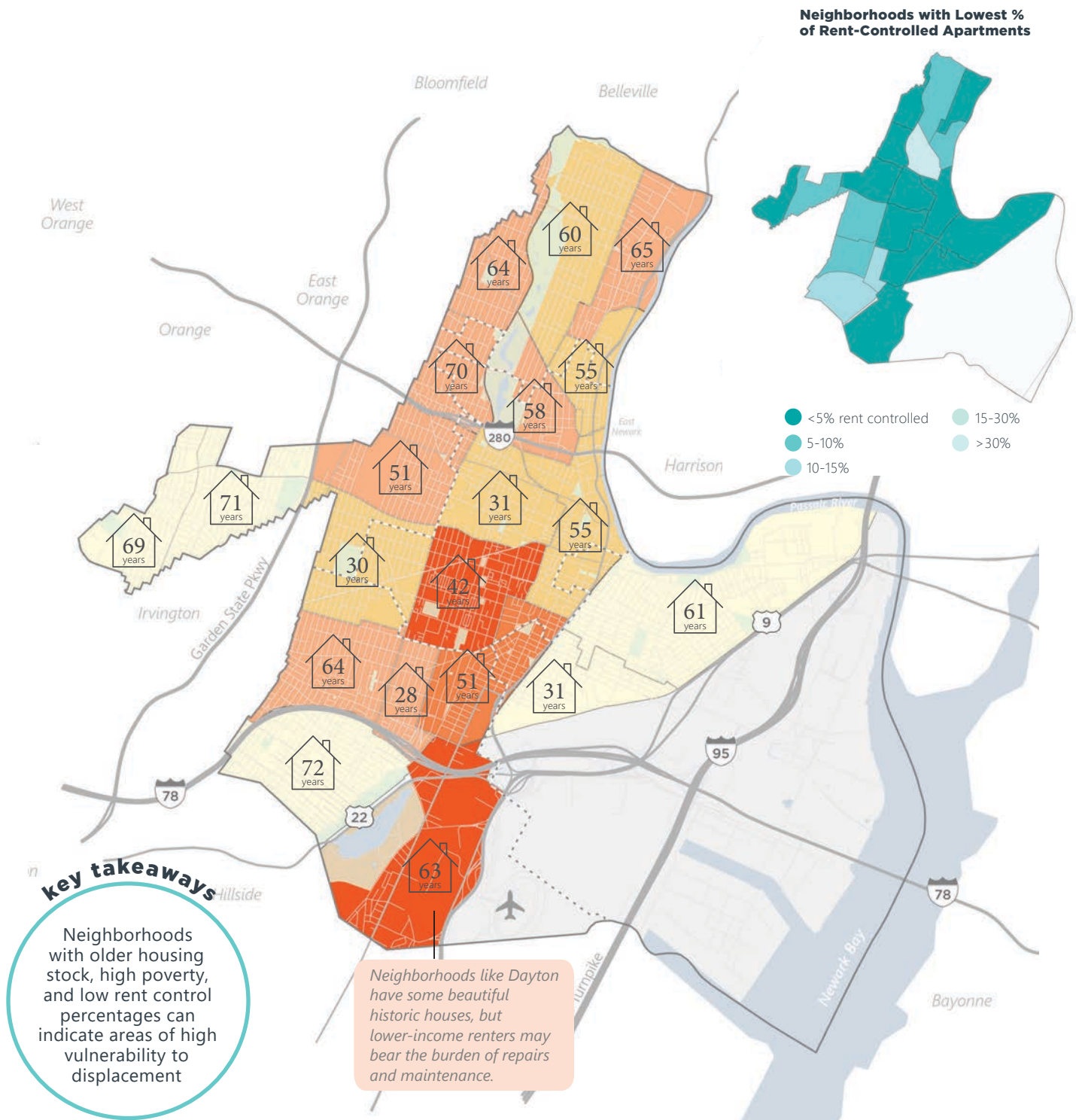
Ensure all Newarkers have access to safe, decent, and affordable housing, to ensure that our city continues to be a vibrant gateway to the opportunities of the region for all, regardless of income, race, ethnicity, or immigration status.

City of Newark Housing Goals (2021):

1. Add **3,000 new homes** across all five wards by 2026; and 8,000 homes by 2032.
2. Fund the creation or **preservation of 6,600 affordable homes** by 2026, prioritizing affordability at or below 30% AMI.
3. Convey all city-controlled vacant properties by 2026, with **at least 30% affordable units**.
4. Support **1,500 new and 200 existing low- and moderate-income homeowners** by 2026.
5. Support **10,000 vulnerable or unsheltered households** annually by 2026.



^ Historic housing stock in Dayton



^ **FIGURE 41 Poverty & Building Age**

Source: NJGIN, City of Newark, US Census ACS

Neighborhoods with both a high poverty rate and older housing stock can indicate higher risk to tenants. Generally older building stock is in greater need of maintenance and repairs, and this, coupled with a low percentage of rent controlled apartments, can be an indicator of vulnerability to displacement.

% Residents Below Poverty



Home to 150,000 jobs and a national junction for freight and passenger travel, Newark remains New Jersey's largest economic center. The city's economy has outperformed the state over the last several years in terms of jobs growth. However, less than a quarter of Newarkers participate in the city's economic base: a majority of employed Newarkers leave the city limits to work in low-pay, low-skill jobs.

Only 27,000 Newarkers work within the city limits, with 81,000 residents commuting to other cities

Newark: Economic Anchor for New Jersey

Key Industries

Newark is a key employment center for the region with 150,000 jobs – the largest single concentration in New Jersey. Key industries include transportation and warehousing, educational services, healthcare / social services, and financial services.

Transportation & Warehousing

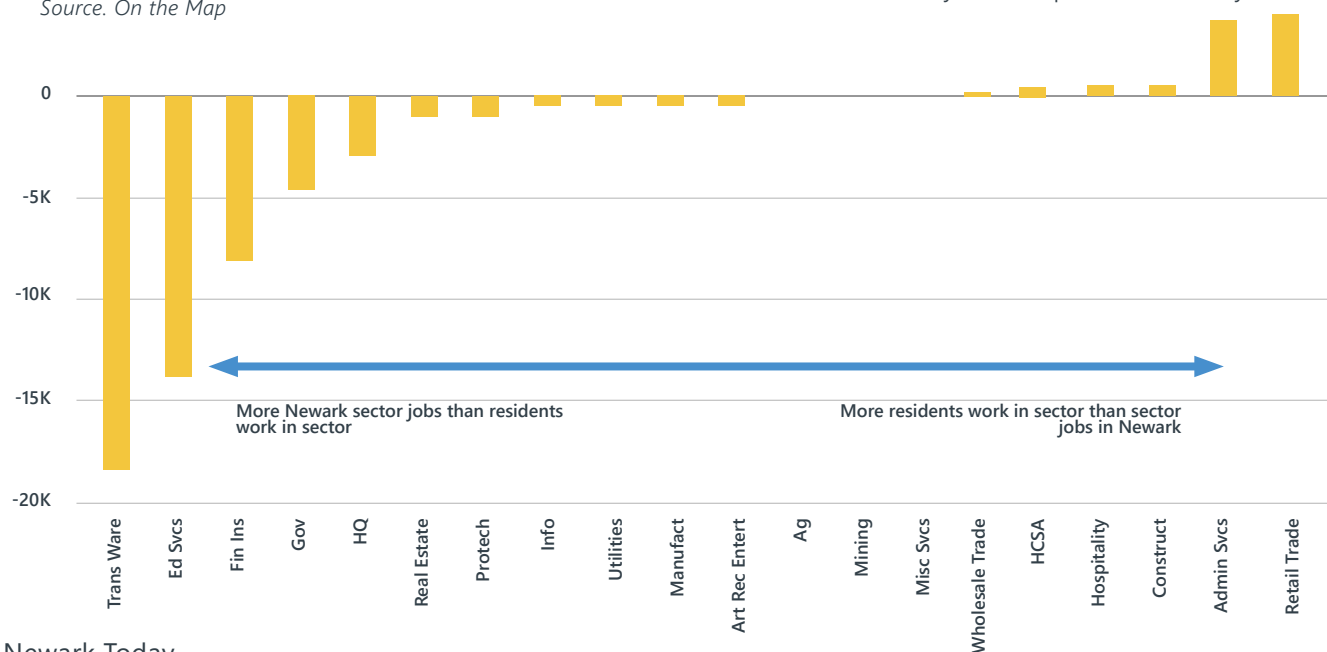
This industry employs more than 27,000 people and is anchored by the presence of the Port of NY/NJ as well as the growth in regional distribution facilities such as Amazon. Since 2015 this sector has added more than 4,000 jobs.

Educational Services

The city's 5 institutions of higher education are a major source of employment in the city and a significant contributor to the city's population. More than 35,000 people work and study in Newark's higher education community.³² Newark is home to the Rutgers' business school, the largest teaching medical center in the state, Seton Hall's law school, and NJIT, a nationally ranked public university.

✓ FIGURE 43 2019 Resident "Industry Employment Gap"

Source. On the Map



Healthcare and Social Services

This sector employs more than 14,000 people. The city hosts 3 major hospitals as well as numerous social service agencies. More than 1,500 hospital beds exist in the city. Newark's medical facilities include important tertiary care services.

Financial Services

Newark is a financial services hub that employs over 10,000 people. Since 2015 it has added more than 1,700 jobs. It is the headquarters for the Prudential, which is a significant contributor to the city's property tax base.³³

Made in Newark - Entrepreneurial Scene

Newark has an active entrepreneurial sector. In 2019 approximately 2,400 people worked in firms incorporated within the past year. Since 2015 Newark has averaged 2,452 people per year working in new firms.³⁴ Businesses employing fewer than 20 people represent 9% of the total employment in the city. Firms employing less than 50 people total 14% of employment in the city.

A 2019 analysis conducted by Prosperity Now provides some interesting insight on minority owned small businesses: small minority owned businesses do not appear to be scaling up in size, limiting the ability to build wealth. This may be a function of the nature of their industries, the value of the businesses, or difficulty accessing capital for expansion.

Neighborhood small businesses are typically retail merchants, restaurants or household / personal services businesses. A key issue facing these types of small businesses in Newark is the limited disposable income of many residents. Disposable incomes impact the ability to support community amenities and needed services. **Forty percent of the city has disposable incomes of less than \$25,000 per year**, limiting real support for local businesses.

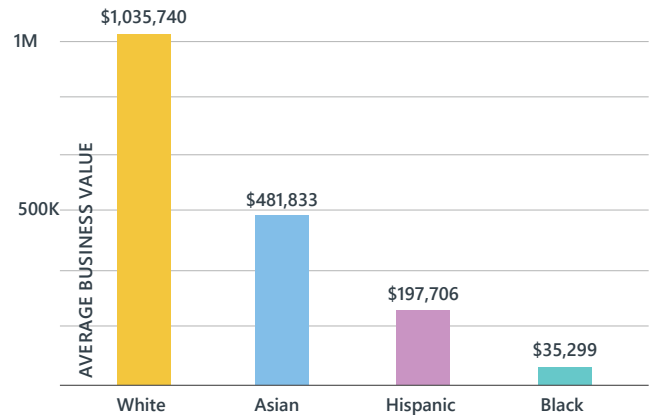


FIGURE 44 Business Value: Ownership by Race

Source: Prosperity Now, Racial Wealth Divide in Newark

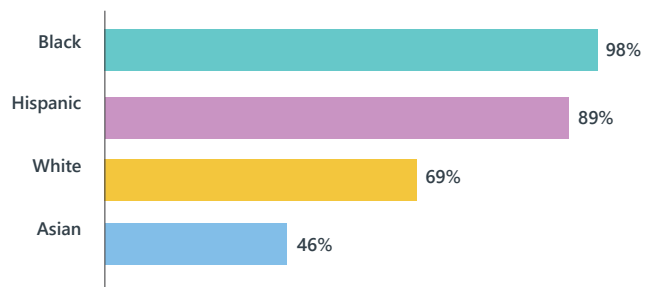


FIGURE 45 Businesses without Paid Employees (typ. small entrepreneurs): Ownership by Race

Source: Prosperity Now, Racial Wealth Divide in Newark

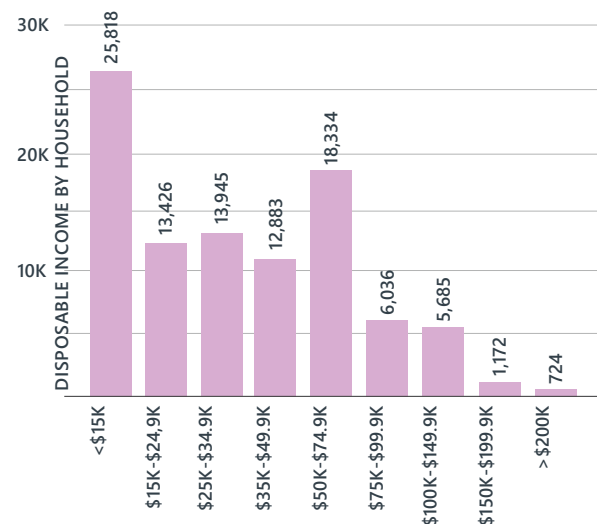
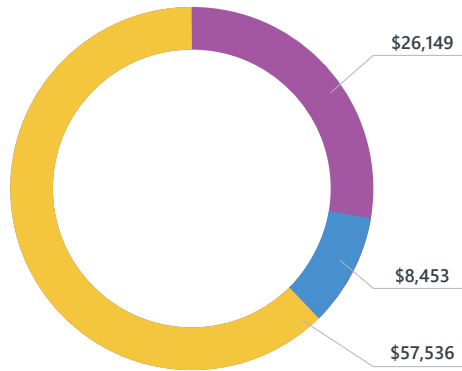


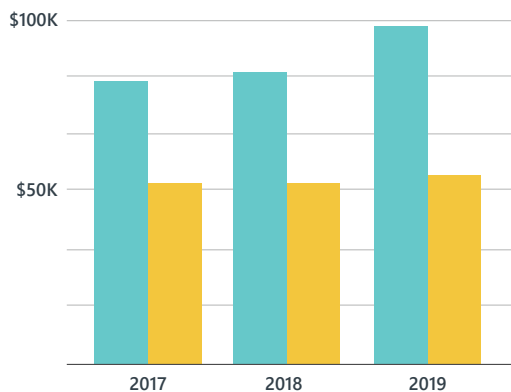
FIGURE 46 Disposable Income by Households, 2021

Source: Prosperity Now, Racial Wealth Divide in Newark



^ FIGURE 47 Activity Tax, 2019

Source. City 2020 Official Statement for Bond Refunding



^ FIGURE 48 Total Activity Taxes* and Payroll Tax Subset Trend**

Source. City 2020 Official Statement for Bond Refunding

* Total activity taxes are the additional revenue received by the City on or after a year (2017, 2018, 2019), from taxes imposed by the City and other taxing districts.

** Payroll tax is the percentage withheld from an employee's salary by the government to fund public programs.

Economic Performance

Tax Base Performance and Investment

The city's taxable property value is approximately \$12.3 billion, which has remained relatively flat since 2015. Approximately 33% of the city's taxable property base is commercial and another 10% is industrial. Including property owned by the Port of NY/NJ, **20.5% of the city's land area is tax exempt**. It is important to note that tax-exempt does not mean non-revenue producing because of PILOT agreements, state aid, and time limited tax abatements that support redevelopment of abandoned or underutilized properties. For example, Newark has seen nearly \$1 billion in new investment over the last several years across different property classifications which may not be reflected in the calculations of the city's taxable property base.³⁵

Activity-based taxes - defined as special taxes for the City of Newark - are generated by people working, staying, and "playing" in Newark. These include payroll, parking and hotel taxes. They are also a major source of revenue for the city. The year 2019 is used because it provides a better window into the role and trend of these taxes before the impact of the COVID-19 pandemic.

In 2019, these taxes equaled more than \$92 million with 28% coming from parking taxes, 9% from hotel stays, and 63% from payroll.

Over the last several years total activity-based taxes have grown by 11% with payroll taxes growing by 13%. With payroll taxes representing more than \$57 million, **this implies that Newark had a citywide payroll of more than \$5.7 billion in 2019 – an increase of more than \$600 million in 2 years.**

Only a small percentage of New Yorkers participate in the city's economic base

Employment Trends

From 2015 to 2019 (last year available) Newark's job base had grown by 8% adding nearly 11,000 jobs. This rate of job growth exceeded the state of New Jersey and the County's. However, it was slower than New York City and adjacent counties.

Despite this growth in jobs Newark's unemployment rate has consistently been higher than the region and/or the state. For example, in 2019 Newark's unemployment rate was 11.3%, approximately 15,000 people. This unemployment rate compares to a New Jersey rate of 5.5% and New York/Newark/Jersey City metro rate of 5.5%.

This higher unemployment rate in Newark despite the overall growth in jobs is largely due to the fact that most jobs in Newark are filled by non-Newarkers. **82% of jobs in Newark are filled by non-residents.**

Jobs/Workforce Gap

Newark hosts nearly 150,000 jobs but has a workforce size of approximately 123,000 people (working plus unemployed residents). Newarkers could not fill all of the jobs hosted by the city. Industry Employment Gap analysis (Fig.43) shows that Newark has more jobs in Transportation / Warehousing than it has residents working in those industries. Conversely there are more Newarkers working in retail trade than the city has jobs in that sector.

Additionally, there is evidence based upon the industry employment gap analysis as well as educational attainment statistics that **jobs in Newark require higher levels of education than exist of the resident workforce.** Nearly 30% of the people working in Newark have college degrees, while only 18% of Newark's resident workforce have college degrees.

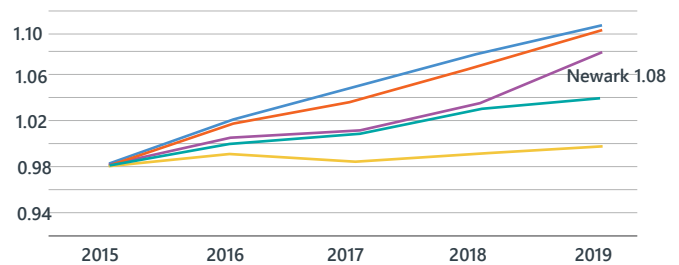


FIGURE 49 Employment Change Index

Source. On the map

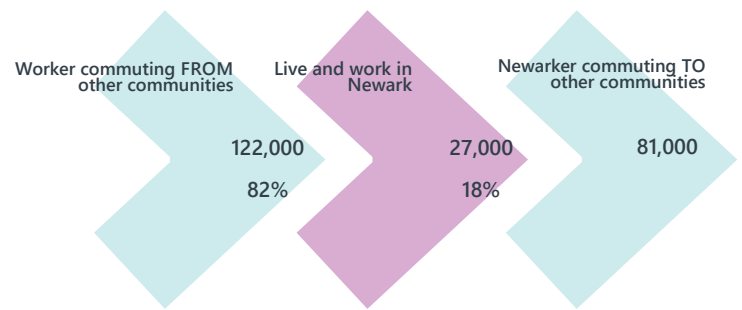
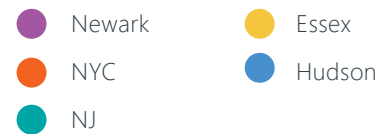


FIGURE 50 Inflow/Outflow of Jobs

Source. On the Map 2019 inflow/outflow analysis of all jobs

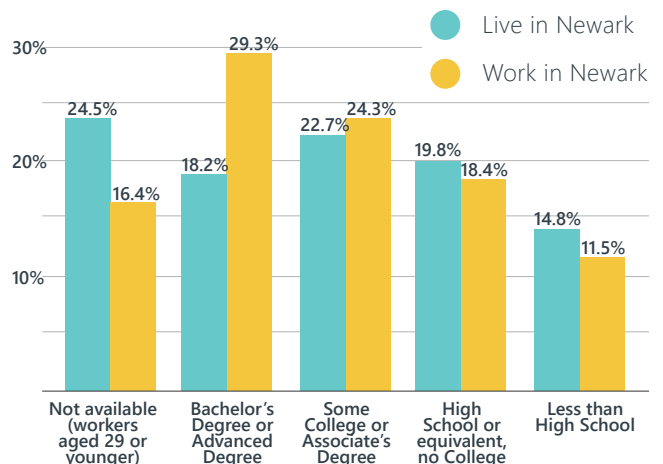


FIGURE 51 Percentage of Educational Attainment by Place of Work

Source. On the Map

Newark's transportation network provides regional connectivity – getting commuters and freight “to and through” the City – but falls short at providing the local connectivity Newarkers need to thrive.

Transportation and Circulation

Newark is the most populous city in New Jersey and has an extensive transportation system to match. A combination of rail and bus transit, roadways, personal mobility options, and air- and seaport facilities help Newarkers and visitors go about their lives. The City's transportation facilities are vital to the region, as Newark acts as a gateway for both goods and people to reach their destinations.



image: City of Newark

^ Commuters at Penn Station

However, the city's current transportation system grapples with a series of complex constraints. The following conditions have been identified that limit Newarkers' access to equitable transportation and circulation:

- Infrastructure that acts as a barrier, limiting access to jobs and opportunity.
- Gaps in transit and bike networks that leave many communities underserved.
- A transportation network that has been built to get commuters to and through Newark, and not to help residents access their city.
- Compounded inequalities with isolated and historically disenfranchised communities being exposed to disproportionate amounts of vehicle emissions.

These constraints are discussed in detail with the goal of establishing a common understanding of the problems that the Newark360 Master Plan aims to address. Overall, improvements in the transportation network need to be made to ensure all residents have access to jobs, that historically redlined and disenfranchised neighborhoods are no longer cut off from mobility services, and that residents have access to a sustainable transportation system that promotes health, equity, and resilience.

As with all complex systems, Newark's transportation network functions well for some users but not others



FIGURE 52 Citywide Transportation Network

Source: NJ TRANSIT NewBus Newark Study, 2021

Newark's transportation network, showing regional and local train lines, bus routes, stations, ports, electric vehicle (EV) chargers, and roadways. Newark has great connections to the regional transit and road networks, but has limited rapid transit systems that serve local Newarkers that want to live, work and enjoy the amenities that Newark has to offer.

Transportation Network

- NJT Rail Lines
- NJT Grove St Line
- NJT Rail Stop
- NJT Light Rail Stops
- EWR monorail
- Bus Lines
- Airport
- PATH
- - PATH Extension
- Alternative Fueling Stations

Transit

Due to the low rates of car-ownership throughout the city, transit is an essential component of how Newarkers move around. The City's bus network, operated by NJ TRANSIT, is the 20th largest bus system in the country. As part of the NewBus Newark bus network redesign project, NJ TRANSIT found that 44% of bus riders do not own a car, 58% have household incomes below \$35,000, and 80% ride the bus 5 or more times each week. These facts reinforce that buses are an essential service for Newarkers. The bus network, in addition to the Newark Light Rail system and transit hubs located downtown, connect Newarkers to their jobs, communities, and services necessary for health and well-being.

Newarkers identified numerous bus network deficiencies that the NewBus Newark project seeks to address within its limited existing budget. However, initial results show that there are still **three components to Newark's bus system that will continue to need improvement: frequency, reliability, and geographic distribution.**

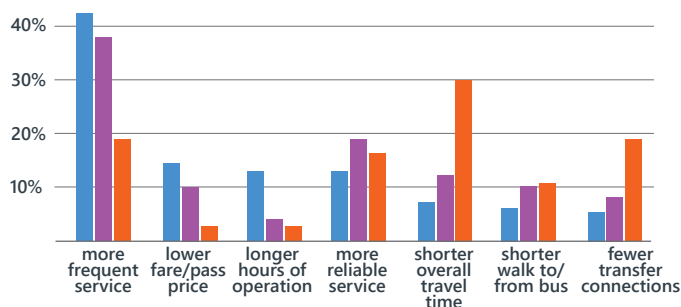


FIGURE 53 Top Desired Service Improvements NJ TRANSIT
NewBus Newark Study, 2021

- Riders
- Former riders
- Non-riders

Frequency

Much of Newark is covered by access to bus stops with bus frequencies of 10 minutes or less. However, there are pockets of the city that are underserved by the current network. Specifically, portions of South Ironbound, Upper Clinton Hill, Dayton, Vailsburg, and Woodside are not served by frequent bus service. In early 2021, nearly 42% of bus riders said their top desired service improvement is more frequent service.

Reliability

Frequent scheduled service is only good if it is reliable. Currently, the ability of buses to effectively serve Newarkers is hindered by roadway congestion. A 2020 Regional Plan Association (RPA) study found that over 60% of bus riders reported their bus arrived late to their stop three or more times per week on average, with delays often exceeding 15 minutes. Unreliable bus service can significantly impact Newarkers ability to get to jobs on time, pick up children, and conveniently reach amenities and public services.

Geographic Distribution

When bus service is both frequent and reliable, it still only serves riders near stations and whose destinations are along convenient routes. Geographic distribution is a critical component of making sure Newarkers can access jobs and essential services. There are geographic gaps in how this service is distributed.

The hub and spoke design of the current system makes it easy for riders to travel to the downtown core, but difficult to reach other neighborhoods, or other job centers, without transferring buses. Transfers between low-frequency buses adds delay, discomfort, and safety concerns for riders. Nearly 20% of non-riders indicated fewer transfer connections as their most desired service improvement, indicating it is barring many people from riding the bus in Newark.

key takeaways

Transit does not fully connect New Yorkers from where they live to where jobs are

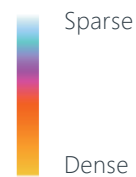


^ FIGURE 54 **Transit Access and Jobs**

Source. Newark GIN Open Data, Jobs: Census Data, OnTheMap, <https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>

This map shows how Newark's transit system is organized in a "hub and spoke" design. Transit ridership is highest in the downtown core, and radiates outward along key corridors, indicating that downtown is both a popular destination and a frequent transfer point for riders. This system, however, limits connectivity between neighborhoods and other job centers such as Newark Airport and the industrial areas.

Transit Ridership



- 10-minute "walkshed" from transit stops
- Jobs by Census Tract

Bike Infrastructure

Further limiting access to non-car-owning households is the lack of infrastructure for bikes and personal mobility options. The bike network provides great North/South connectivity from Branch Brook Park south through the Central Ward towards Weequahic park. However, there is a lack of bike facilities that do serve the corresponding bike demand, the majority of which occur in East Ward and South Ward. Cycling has a demonstrated positive impact on health, equity, the economy, and other aspects of daily life. As highlighted in the Bike Ironbound Bicycle Plan prepared in 2016, there is a significant biking demand throughout Newark based on population, employment, destination, and equity factors.

Barriers to Access

Throughout Newark, there are significant barriers which affect resident's ability to access jobs, necessary services, and cultural amenities. One of the most significant is the crisscrossing series of highways. Interstates 280, 78, and 95 connect with US Routes 22 and 9, as well as McCarter Highway and the Garden State Parkway to cut the city into physically separated chunks. These create barriers – both physical and mental – to Newarkers moving around the city, particularly significant given **39% of Newarkers lack access to a personal vehicle.**

Historic federal transportation infrastructure interventions to quickly get white home owners to the newly created American suburbs destroyed some Newark neighborhoods and created barriers of access to key opportunities for employment, recreation, and education. This analysis clearly shows these barriers still exist today.



Daily Bike Trips

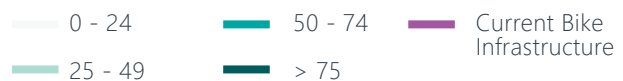


FIGURE 55 Bike Infrastructure Network

Source. Esri, HERE, Garmin, FAO, NOAA, USGS, ©

OpenStreetMap contributors, and the GIS User Community

There is still a mismatch between infrastructure and bike trips, with some of the most heavily traveled corridors lacking separated bike infrastructure.

Newark's bike network lacks important east-west connections



FIGURE 56 **Pedestrian Barriers to Access**

Source. Esri, HERE, Garmin, FAO, NOAA, USGS,
©OpenStreetMap contributors, and the GIS User Community

The above map shows significant infrastructure barriers and their relation to walk trips within the city. Walk trips, shown in teal, decrease in intensity near barriers, demonstrating how New Yorkers in different neighborhoods are cut off from each other.

Walking trips and barriers

- 0-300 trips
- 301-900 trips
- 901-2,475 trips
- 2,476-6,125 trips
- 6,126-13,875 trips
- Highway barrier

Newark's highway and freight infrastructure provide important access around and through Newark, but vehicle emissions in close proximity to vulnerable populations can exacerbate air quality and health issues.

Emissions & Air Quality

Emissions

The network of state and national highways within Newark have not only physically separated neighborhoods from each other but also exposed some of the city's most vulnerable populations to significant amounts of pollution. This creates long-term environmental impacts as well as immediate negative impacts on the health and well-being of Newarkers. Vehicles driven on Newark's roads produce approximately 2,100 metric tons of carbon dioxide equivalents (MTCO₂e) each day, or approximately 750,000 MTCO₂e each year. One MTCO₂e is equal to the emissions produced from burning 1,105 pounds of coal.



Proximity to highway and freight infrastructure exposes Newarkers to considerable air pollution

Much of the vehicle emissions are produced by single occupancy personal vehicles and are focused on high emissions corridors, frequently mirroring the same physical barriers discussed earlier. These high emission corridors pass through residential neighborhoods and commercial hubs where people spend a significant amount of time, therefore increasing their exposure to harmful chemicals.

Populations vulnerable to vehicle emissions were assessed by determining the proximity of schools to high emission corridors. In Newark, **56 of 122 schools are within 1,000 feet of a high emission roadway.** Children and teenagers are more vulnerable to infection, bronchitis, and other respiratory illnesses, as a result of exposure to air pollution. The proximity of schools to high emission roadways can create long-term health problems for children, adding yet another layered disadvantage for households that are already burdened.

Newarkers are bearing the brunt of the burden from a transportation system that funnels non-Newarkers to and through the city.

56 of Newark's 122 schools are within 1,000 ft of a high-emission roadway



^ **FIGURE 57 Vehicle Emissions**

Source: <https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>

Vehicles are a significant source of emissions in Newark. The image shows a heatmap of emissions in the City, with tree cover overlaid and school locations. There is a clear east-west divide in tree cover, and significant amounts of pollution cut directly through neighborhoods and within 1000 feet of schools, increasing the exposure of vulnerable residents and children to harmful emissions.

On-Road Vehicle Emissions



Tree canopy can help with air quality, urban heat islands, stormwater capture, and general quality of life. Newark's canopy cover is lower than comparable cities, and entire neighborhoods in the city are almost entirely devoid of trees, further dividing the city along environmental vulnerability.

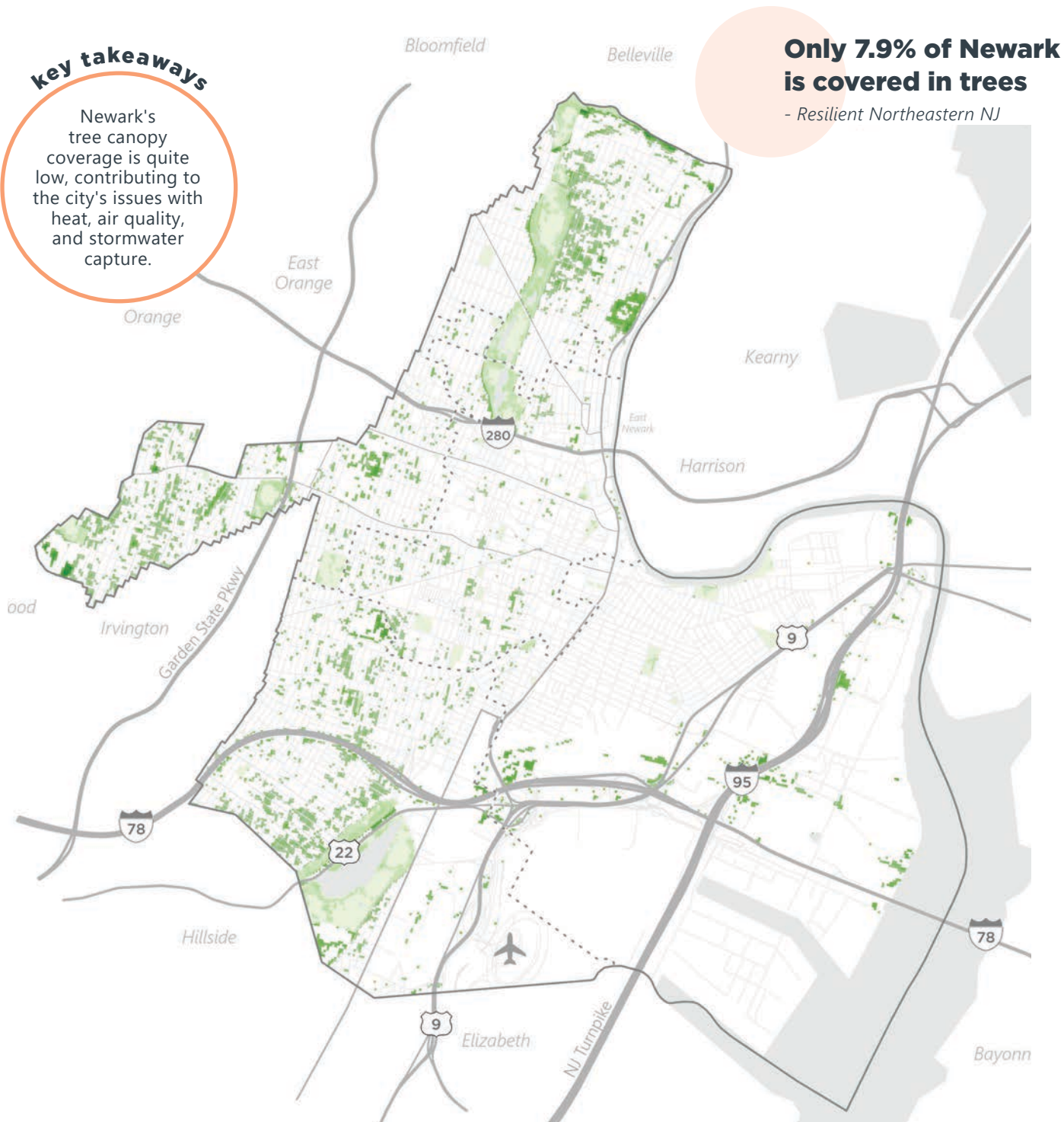
Tree Canopy

Approximately 7.9% of Newark is covered by trees, compared to 40.3% in Essex County. While this is likely due to Newark's urban character, it still pales in comparison to neighboring Jersey City and New York City, with respective tree covers of 10% and 24%. The distribution of trees in Newark is also unequal, with concentrations around Branch Brook Park, Weequahic Parks, and Vailsburg. Ironbound, Downtown, and most of Newark east of McCarter Highway are almost entirely devoid of tree cover.

The city's low tree coverage impacts air quality, especially in areas around highways, where trees can help filter particulates; stormwater capture; and perhaps most importantly, the city's issues with urban heat intensity. Zones of the city with low tree canopy are correlated with the neighborhoods dealing with the highest heat. **Many of Newark's major corridors lack tree coverage**, impacting the city's walkability and the quality of life for residents waiting for transit on high heat days.



image: Newark City Parks



^ FIGURE 58 **Tree Canopy**

Source. City of Newark

When viewed alone, the disparity in Newark's tree canopy coverage is stark - almost all of the east side of the city is completely void of tree coverage. Tree canopy in cities helps with air filtering, cooling, and stormwater capture, among other benefits.

Tree Canopy Coverage

● Tree Canopy

Newark's land surface temperatures are 10-15 degrees hotter than those of nearby municipalities. A projected increase in high heat days will exacerbate existing risks of heat-related health impacts and mortality. Removing impervious surfaces and investing in tree planting and new green spaces could help.

Urban Heat Intensity

A 2021 study found Newark to have the second highest heat intensity of any city examined, after only New Orleans.³⁶ Unlike cities in southern climates, Newark's "hotspots" are caused primarily from the prevalence of impermeable surfaces.

Heatwaves are not as frequently ascribed to climate change as flooding events, but they can be similarly devastating and even more deadly. Cities like Newark with older building stock and higher social vulnerability can be particularly at risk for spikes in mortality when the temperatures rise significantly above 90 degrees, as projections show will only increase.

In addition to home-specific mitigation like weatherization, increasing tree canopy can help mitigate urban heat islands. Newark's hotspots are clearly in the neighborhoods and sites with low canopy coverage and high prevalence of impermeable surfaces (particularly asphalt) and dark roofs.



- ^ University Hospital: large institutional complexes with dark roofs, parking lots, and low tree cover create significant hotspots in the city

Land Surface Temperature

Land surface temperatures are mapped to understand the areas of the city where heat intensities are the highest. In Newark, as in many cities, the "hotspots" that emerge in this analysis indicate particular trouble spots to understand relative vulnerability to extreme heat events. Perhaps surprisingly, Downtown Newark is not the hottest zone in the city. Instead, **schools, hospitals, industrial zones, warehouses, athletic fields with astroturf, and the airport are Newark's hottest sites.**

Newark's heat islands are primarily caused by a high proportion of impermeable surfaces, as well as large dark roofs and a lack of vegetation, particularly shade trees. Outside these specific types of sites, neighborhoods with large amounts of impermeable surfaces and low tree canopy are particularly vulnerable to heat islands.



- ^ Warehousing in the Port-Industrial district: expansive warehouses with large roofs and impervious parking increases urban heat

Higher temperatures and heat waves could result in a 55% increase in summer heat-related mortalities

- NJ State Report on Climate Change, 2020

Key takeaways

Some of the hottest parts of the city are also areas where its most vulnerable citizens congregate

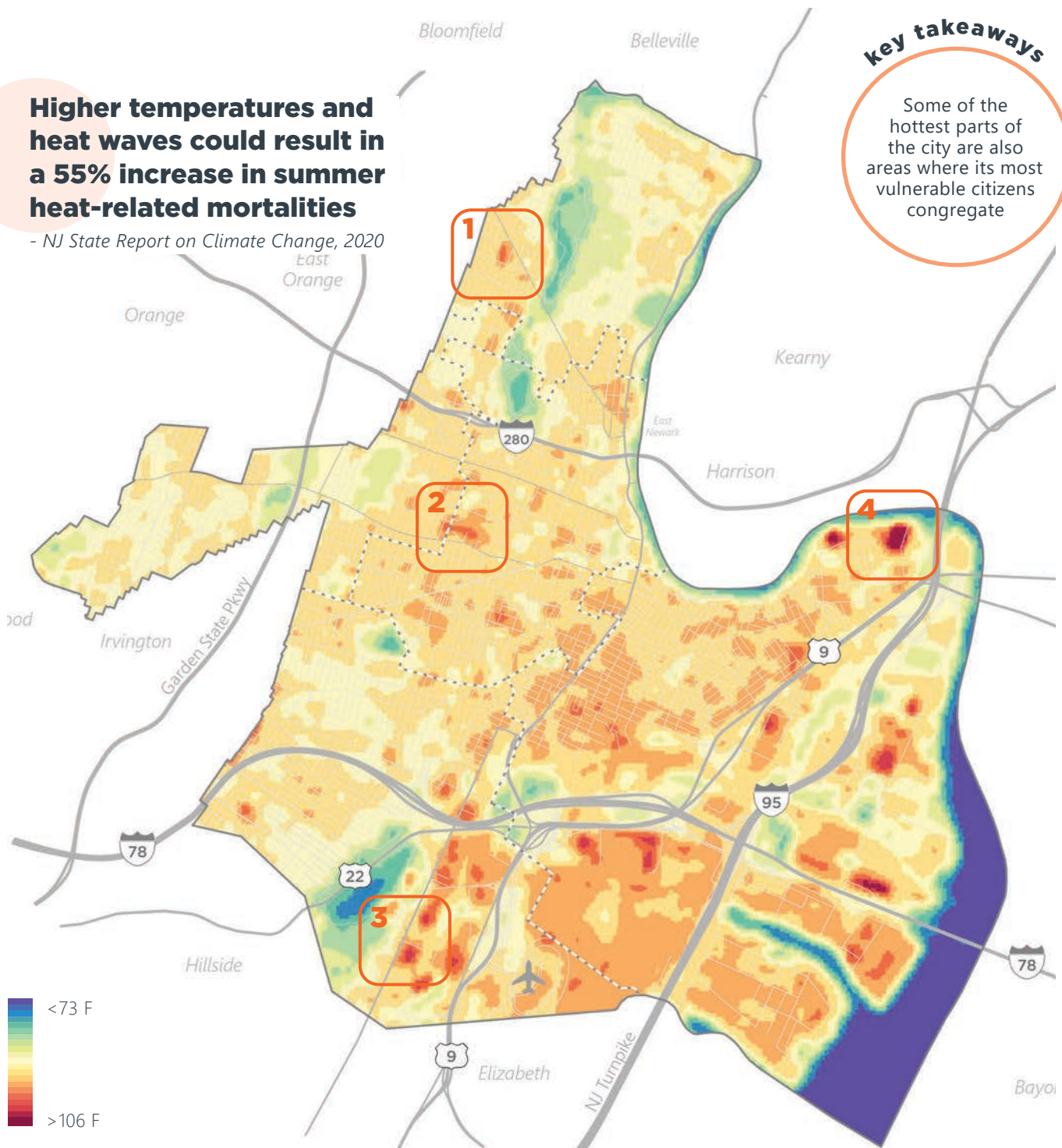


FIGURE 59 Land Surface Temperature

Source: City of Newark



Newark Schools Stadium



University Hospital



Frelinghuysen Ave



Port-Industrial District

Newark's persistent flooding, particularly in the Port/Airport, Ironbound neighborhood, and along the Passaic River, is routinely devastating for the City's communities and businesses, and will require integrated planning and investment in partnership with state, regional, and federal entities.

55.2% of Newark's East Ward is in a flood zone (26.5% citywide)

- Resilient Northeastern NJ



image: City of Newark

^ Flooding in Newark's industrial area

Flooding in Newark

Sandy, Ida, & Beyond

In 2012 Hurricane Sandy devastated much of the New Jersey coastline and the New York metro region, and Newark was similarly inundated. While Sandy was classified as a 1-in-500-year storm, climate change will make tropical storms more intense in the coming decades. More recently in 2021 Tropical Storm Ida flooded streets and basement apartments when the city broke its record for rainfall in one day (8.4"). Newark's stormwater management similarly struggles in extreme storm events, and pipes can back up and flood other parts of the city not otherwise inundated.

FEMA redrew Newark's flood zones post-Sandy to acknowledge the city's increased risk of flooding. Much of the port-industrial area and the airport are within the new flood zones, as are sections of the Ironbound neighborhood. But Sandy's flooding - and Ida, more recently - illustrate that flood zones are an estimate and not a definite indicator of where and how flooding will reoccur. Projected sea level rise threatens these area too.



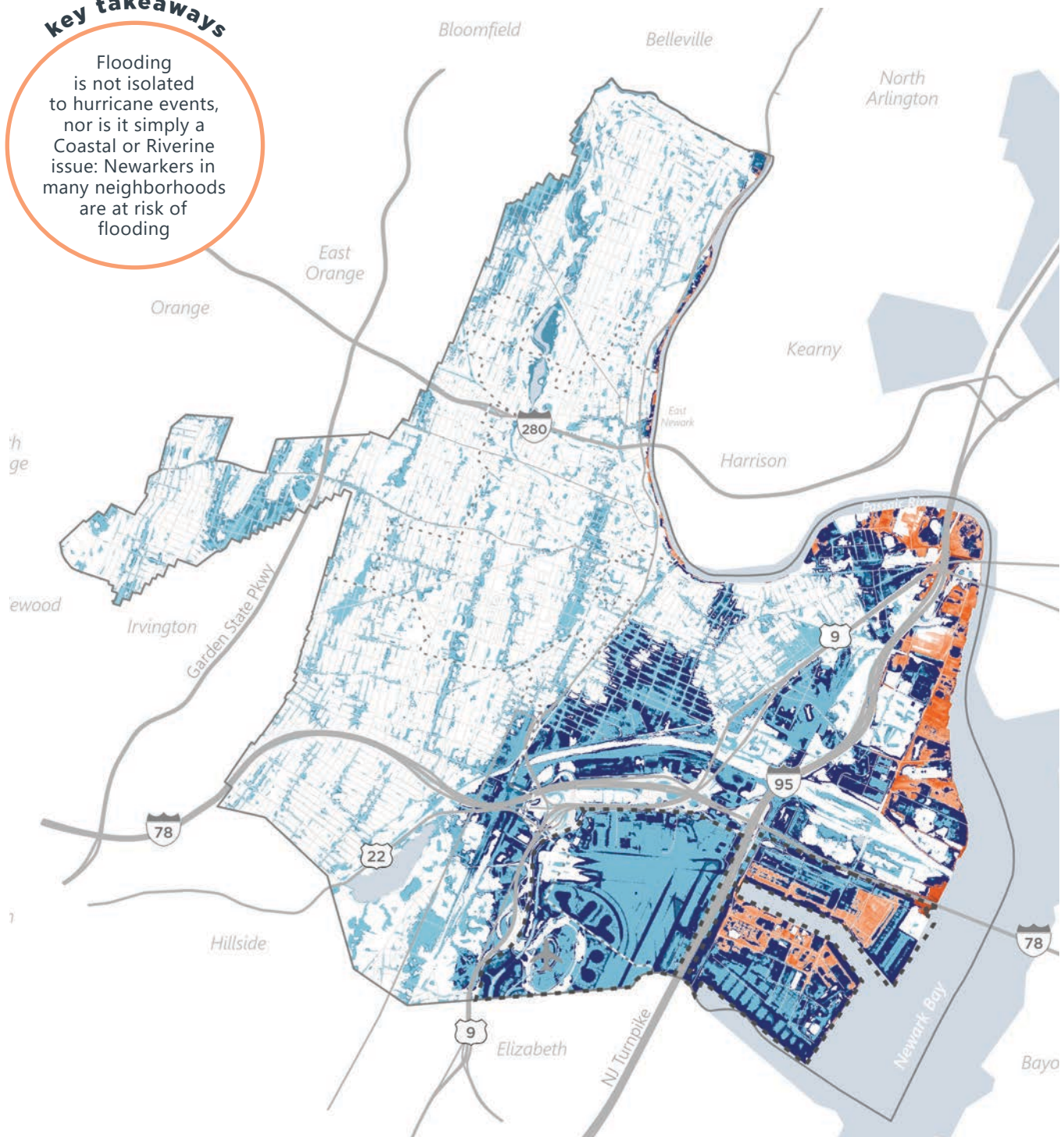
^ FIGURE 60 FEMA Flood Zones

Source. FEMA

FEMA flood zones were redrawn post-Sandy to encompass more of the City of Newark; however, few homeowners hold flood insurance, especially outside of these zones.

key takeaways

Flooding is not isolated to hurricane events, nor is it simply a Coastal or Riverine issue: Newarkers in many neighborhoods are at risk of flooding



^ FIGURE 61 Flooding Vulnerabilities

Source: City of Newark, New Jersey Department of Environmental Protection (NJDEP), Resilient Northeastern NJ

Hurricane Sandy inundated much of the east side of the city, and sea level rise projections add to the risk to the Port/Airport from coastal storm events. Other parts of the city are not insulated from flooding, though: heavy rain events like Tropical Storm Ida (2021) overwhelm stormwater infrastructure and can cause flash or areal flooding in areas all across the city.

Legend

- Projected 5' Sea Level Inundation (by 2100)
- Modeled Present Day Flash Flooding (3.3 inches over 2 hours, no sea level rise)
- Modeled Present Day Areal Flooding (8.3 inches over 24 hours, no sea level rise)
- Hurricane Sandy (2012) Flood Extents

Newark has experienced a number of challenges and pressures on its infrastructure, but has proven it can bounce back by establishing a good foundation of infrastructure initiatives that it can build upon. To continue its trajectory to resilient infrastructure that promotes health and equity, integrating the land use performance to infrastructure is a key opportunity of the Master Plan.

Vulnerability of Critical Infrastructure

Stormwater and Infiltration

Existing environmental conditions and land use have caused challenges with stormwater management within the City. In general, the majority of underlying soils in the City are poor in terms of their ability to infiltrate water into the ground. Tree canopy can intercept rain as it falls and has capacity to absorb and evapo-transpire stormwater. The lack of tree canopy (particularly in the eastern portions of the City) coupled with poor infiltrating soils place undue pressure on the existing stormwater infrastructure. This will only get exacerbated as the climate changes and infrastructure continues to age.

Regional Watershed

Much of the runoff discharged into the eastern Passaic River and Newark Bay waterbodies is actually collected from areas to the west, both within Newark's City limits and outside. A regional stormwater collaborative effort may mitigate flooding in the eastern portions of Newark by encouraging collection of stormwater further upstream in the western areas of Essex County.

Much of Newark's water flows from the west side of the city and beyond



^ **FIGURE 62 Watersheds & Outfalls**

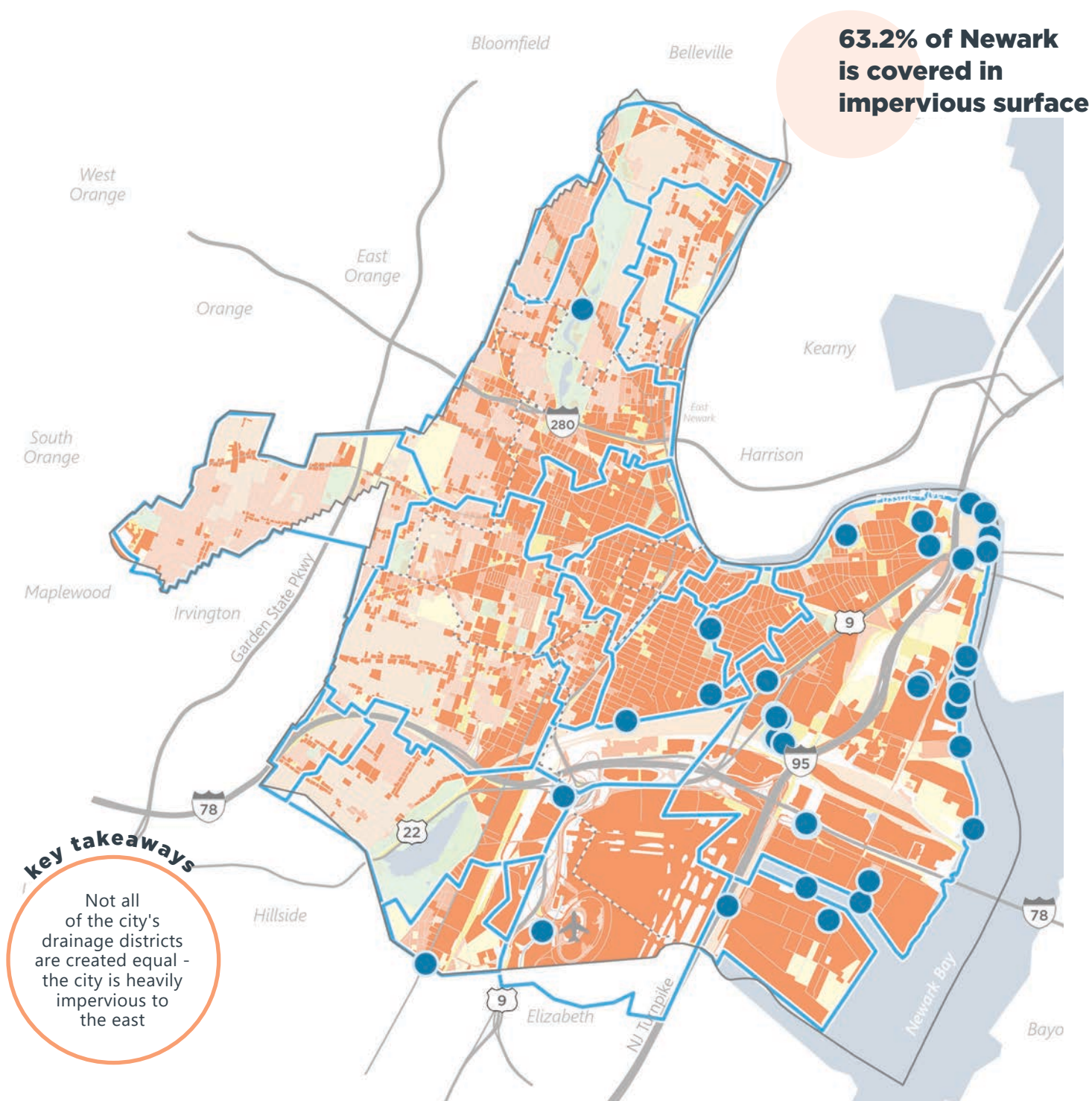
Source: City of Newark

Newark is part of 7 separate watersheds, with surface and groundwater movement impacted by water from neighboring towns, primarily to the west.



image: Newark DIG

^ Newark DIG (Doing Infrastructure Green) Green Infrastructure Program

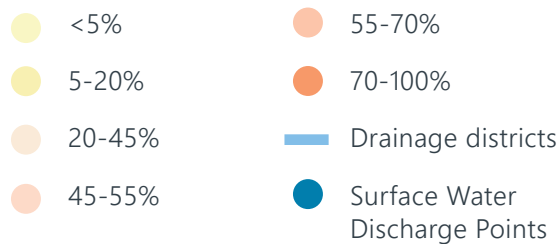


^ **FIGURE 63 Drainage Districts & Impervious Surfaces**

Source: 2012 NJDEP Land Use Cover Data

The map above illustrates areas with high impervious surfaces (in black) as an overlay to the City's water drainage districts. As Newark looks to prioritize investment, focusing on the water drainage districts with the highest impervious coverage will enable resilience and regeneration.

% of Impervious Surface



Water Supply & Lead Line Replacement

Newark has suffered some issues with its potable water supply in recent years, but has been making investments and shown progress towards reducing lead counts. Since 2013, water tests in the City of Newark have shown that lead levels exceed the federal limit of 15 parts per billion. Lead is a neurotoxin that has particularly devastating impacts on infants and children. Major warning signs appeared in 2016 with record-high lead levels in the drinking water in Newark schools. In 2018 and 2019, Newark's lead levels rose to some of the highest of any major city in the country. Since then, Newark has taken significant steps to remediating the lead issue by removing thousands of lead service lines and providing new water treatment, including at-home water filters. **As of January 2022 almost 98% of the City's water lines are lead-free.**



Newark Celebration

LEAD LINE REPLACEMENT

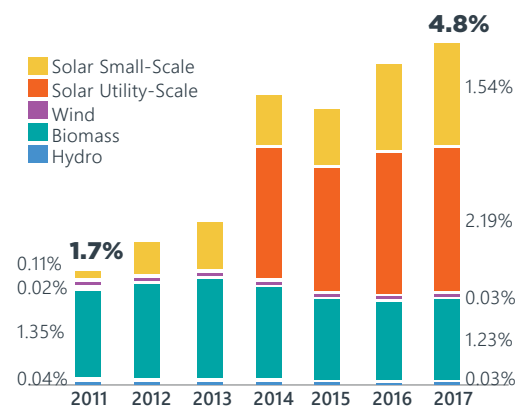
The completion of work to replace all 23,000 lead service lines in Newark with copper lines earlier this year, barely 2.5 years after one of the worst environmental disasters the City had ever seen is a tremendous milestone. Newark is one of the first cities in the country to do so, and part of the success of adopting an ordinance that allowed the City to replace the lines without an owner's consent, the quick mobilization of a local workforce and resident cooperation. The city contributed 75 million dollars and issued an additional 120-million-dollar bond with Essex County. Newark is a model city for this program.

Sustainable Energy

Since the release of the 2012 Newark Master Plan, there are several new energy goals and regulations that have covered the regulatory landscape to accelerate the clean energy transition:

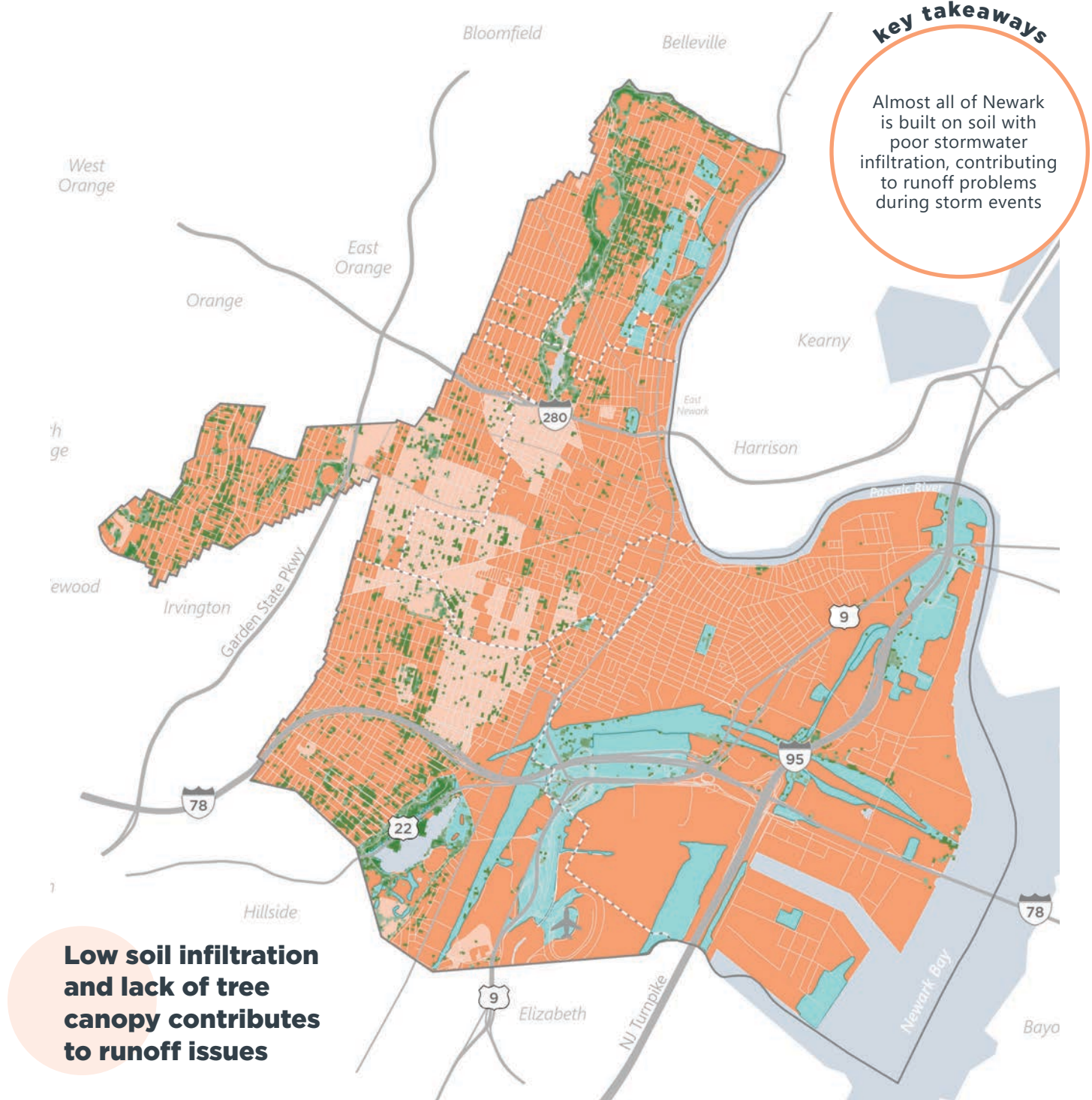
- New Jersey's Clean Energy Act of 2018: included the implementation of energy efficiency measures to reduce electricity usage.
- NJ State Energy Master Plan of 2020: 100% clean energy by 2050, defined as 100% carbon-neutral electricity generation and maximum electrification of the transportation and building sectors, which are the greatest contributors to state-wide carbon emissions.
- Resilience-centered 2015 update to the New Jersey Energy Master Plan: increase the use of microgrid technologies and applications for distributed energy resources (DER) to improve reliability and resiliency of the grid, as well as to increase vulnerability assessments regarding the State's critical energy infrastructure.

Newark's Sustainability Action Plan includes implementation procedures to reduce barriers for introducing renewable energy projects and alternative fuels infrastructure. The City also plans to set and reach GHG emission and co-pollutant reduction goals to align with state and nation-wide commitments. As Newark engages in its own target-setting for sustainability and energy goals, recent state-wide regulations and initiatives will maintain a crucial backdrop for the city's contributions to the energy transition.



^ FIGURE 64 **Growth in New Jersey Energy Generation from Renewables**

Source: New Jersey DEP



^ **FIGURE 65 Soils & Tree Canopy**

Source: City of Newark

The map above illustrates the soil's ability to infiltrate stormwater. The areas in red have poor infiltration (which results in more stormwater runoff), yellow are moderate infiltration and green is good infiltration. Tree canopy can help intercept rain even in zones of poorer soil.

Infiltration

- High infiltration (low runoff)
- Medium to Moderate Infiltration
- Very slow to No infiltration (high runoff)
- Tree Canopy



03

Community Voices

Newark is a city deeply rooted in its diversity of voices, and so is Newark360. Newarkers were engaged throughout the entire Master Plan process with a wide range of tools, reaching a broad cross-section of stakeholders and residents. No matter the format, Newarkers spoke overwhelmingly of their concerns but also their love and optimism for their city: a shared foundation of history, culture, and opportunity.



Community Voices



image: City Planning Institute

Engagement Overview

Newarkers were not shy about speaking up when asked about how best to shape the city over the next decade!

Given the importance of this Master Plan, we knew how critical it would be to actively and efficiently collect input from Newark residents on what they want to see Newark become in 10 years. During the summer of 2021, we started our engagement efforts by piloting new ways of listening to residents in the Weeqhuaic neighborhood in the South Ward. This was done in partnership with the Marron Institute with a grant from the National Science Foundation. The City Planning Institute engaged 24 students to do a cultural assets inventory of the city.

We kicked off our citywide engagement efforts with virtual meetings on Facebook Live, and continued with a 10-part workshop series spanning all five Wards to meet Newark residents where they are. We activated young people using the Newark Story Bus, an interactive media experience where we interviewed young people ages 9-25 about their

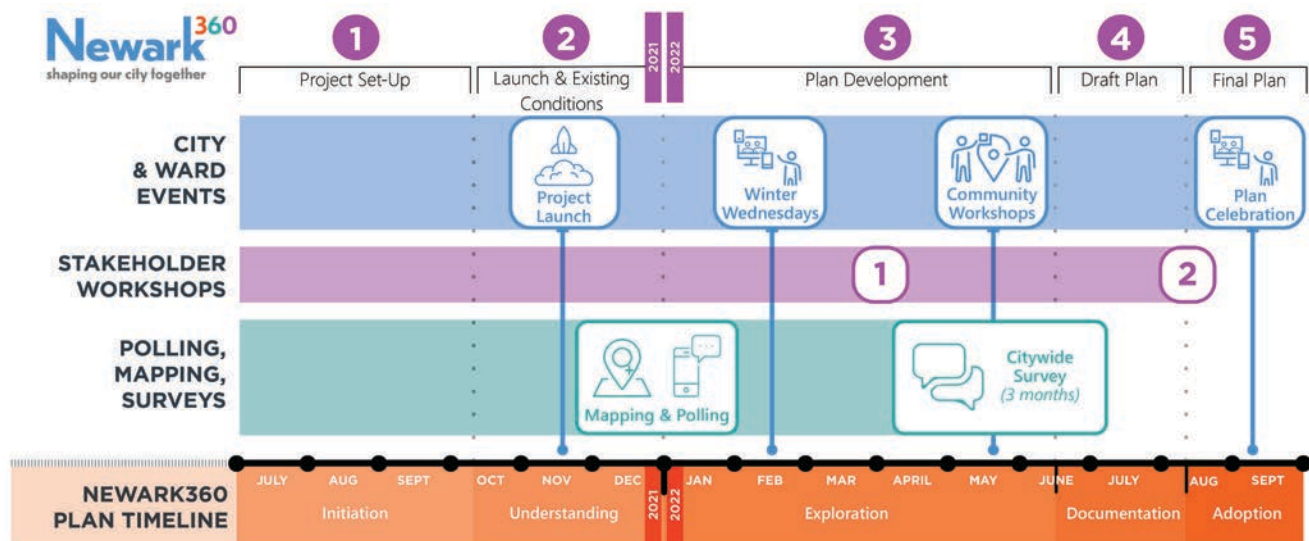
vision for the future of Newark. We also invited residents to use the Newark360 website to send us comments and input on their specific neighborhoods and needs.

Throughout the entire process, we utilized a combination of online tools, in-person activation and support from community organizations to reach Newarkers from all walks of life.

Engagement Toolkit

- Newark360 Website: surveys, mapping, outreach, FAQs
- Newark360 & City of Newark Facebook and Instagram pages
- Stakeholder interviews & focus groups
- City Planning Institute high school workshop
- Story Bus youth storytelling events
- Facebook Live virtual panel events
- In-person workshops in all 5 wards
- Citywide statistically valid survey mailed to 500+ households
- Outreach from partner community groups

✓ The Newark360 Project Timeline incorporated extensive points of community engagement throughout the process



Engagement By The Numbers

Despite the challenges of engaging during the COVID-19 pandemic, we deployed a wide range of tools to invite Newarkers of all ages, backgrounds, and neighborhoods to participate in Newark360. The engagement process garnered over 10,000 touchpoints with Newarkers for this plan:

12
Citywide Virtual Meetings

Facebook Live Events:

300+ participants

550+ comments

510
Citywide Survey Responses

3
Story Bus Appearances

38
Thought Leader Interviews

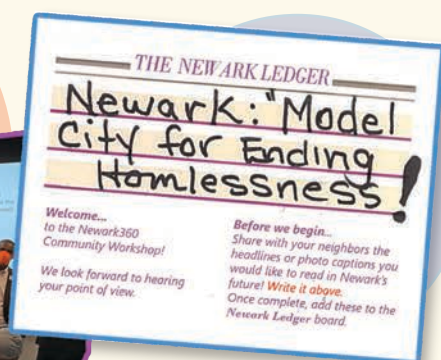


10,000
community
touchpoints:

10
In-person
Neighborhood Workshops

Community Workshops:

- **400+** attendees
- **2,000+** comments
- **8** community organizations participated



7,000+
Website Visits

- **235** responses to our Website Vision Survey
- **150** responses to our Website Plan Elements Surveys
- **207** responses to our Community Mapping activity



Community Priorities

Throughout the entire Newark360 process, major themes emerged repeatedly from Newarkers, no matter the format of the engagement.



Housing:

- Newarkers were concerned first and foremost about **housing affordability** – how much rent they were paying and holding landlords accountable for upkeep. They want more support from the city to become homeowners in their own right.
- In the case of homeowners, the increasing costs of **repair and maintenance** are a concern and they would want more support for making home improvements.
- Newark seniors and legacy residents want to **age in place**, and are having a hard time finding adequate housing that meets all of their needs.



Economic Development:

- Newarkers want to get **good jobs in Newark**, want training for the available jobs and want companies to prioritize hiring locally.
- Newarkers want their **kids to live here when they grow up**, but more well-paying jobs are needed to meet the demand.
- Newarkers want to see **great things done with all the vacant lots** – affordable housing, gathering spaces, and businesses that would serve the community needs.

My landlord does minimal maintenance - does not invest in my building.

(North Ward workshop)

Support 3-generation townhomes and aging-in-place.

(North Ward workshop)

There need to be more homeownership opportunities for low-income people.

(South Ward workshop)

Have more apprenticeship positions. More on the job training. Stress the importance of volunteerism.

(Newark360 website feedback)

Invest more in youth education, recreation, mental health and empowerment programs and services. Team building programs, youth programs, entrepreneurship training in all wards.

(Newark360 website feedback)

Re-purpose vacant lots and abandoned properties. Partner with local people to redevelop.

(South Ward workshop)

Keep trucks off our residential streets.

(East Ward workshop)

Greenway bike lane to Weequahic Park from Downtown.

(East Ward workshop)

We need traffic calming on Bloomfield Ave: consider green medians, planters, and sidewalk bumpouts.

(North Ward workshop)

Más seguridad, más máquinas para actividades físicas que benefician a los niños y a las personas de la tercera edad.

(North Ward workshop)

Build playgrounds in school parks and keep them open for the public.

(East Ward workshop)

Beautify the area with plants and also have ample trash cans.

(West Ward workshop)

Plant more trees in our neighborhood.

(South Ward workshop)



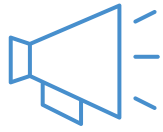
Transportation & Circulation:

- Newarkers want their streets and sidewalks to be in **good repair**, and want traffic calming measures - like speed bumps - to be installed and better truck traffic control.
- **PATH and light rail extensions** were mentioned multiple times to improve Newarkers' commutes.
- Newarkers want better public transit **connections between the neighborhoods** without having to go downtown, and they want to see more frequent bus services and improvement to bus shelters.
- Newarkers want more forms of support for **alternative transportation**, and better placement of stations for charging electric scooters.



Parks & Open Space:

- **Litter and waste management** in public spaces was repeated many times as a concern. People want their streets and neighborhoods looking clean and feeling safe as they walk around, and see garbage collecting in the sewers as one of the causes of flooding.
- **Newarkers love their parks**, and would like see more programming, more public art, exercise equipment and more amenities in their parks - in some cases better lighting and shaded places to sit would go a long way to improving their experience. In all Wards we heard the need for more family- and child-friendly spaces to play and gather, as well as a desire for dog parks.
- Newarkers want to see **more trees** in all their public spaces - on the streets, in parks.



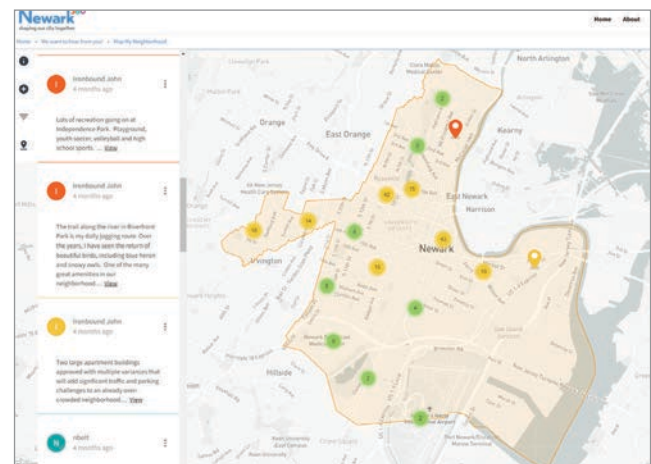
Website Engagement

As a companion to the project launch, we developed a comprehensive and interactive website, Newark360.org, as the public face of the plan. We used the website to inform Newarkers about the Newark360 timeline and process; survey them about their main priorities and concerns; and invite them to follow along by signing up and following the Newark360 Instagram and Facebook accounts.

Community Vision Survey

In addition to some demographic information, we asked visitors to tell us about their vision for the next 10 years of Newark. We also asked them their main priorities and concerns, particularly around the subjects of Health, Equity, and Resilience. A representative question is depicted below.

What aspects of Newark are most critical to address across the next decade?

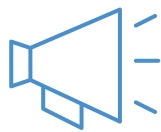


Community Mapping

Website visitors were invited to drop pins on a collaborative map to tell us about places they love, places with challenges, and big ideas they have about their own neighborhoods. Visitors were able to see other responses and share their own sites of interest and opportunity.

Plan Elements Surveys

Each of the 8 Plan Elements was introduced to visitors, who were invited to respond to a few questions on what they appreciate and what concerns they have around the subject. We were also able to link directly to these pages during the corresponding Facebook Live events themed after the Plan Elements, which helped inform the public on the scope of the Master Plan.

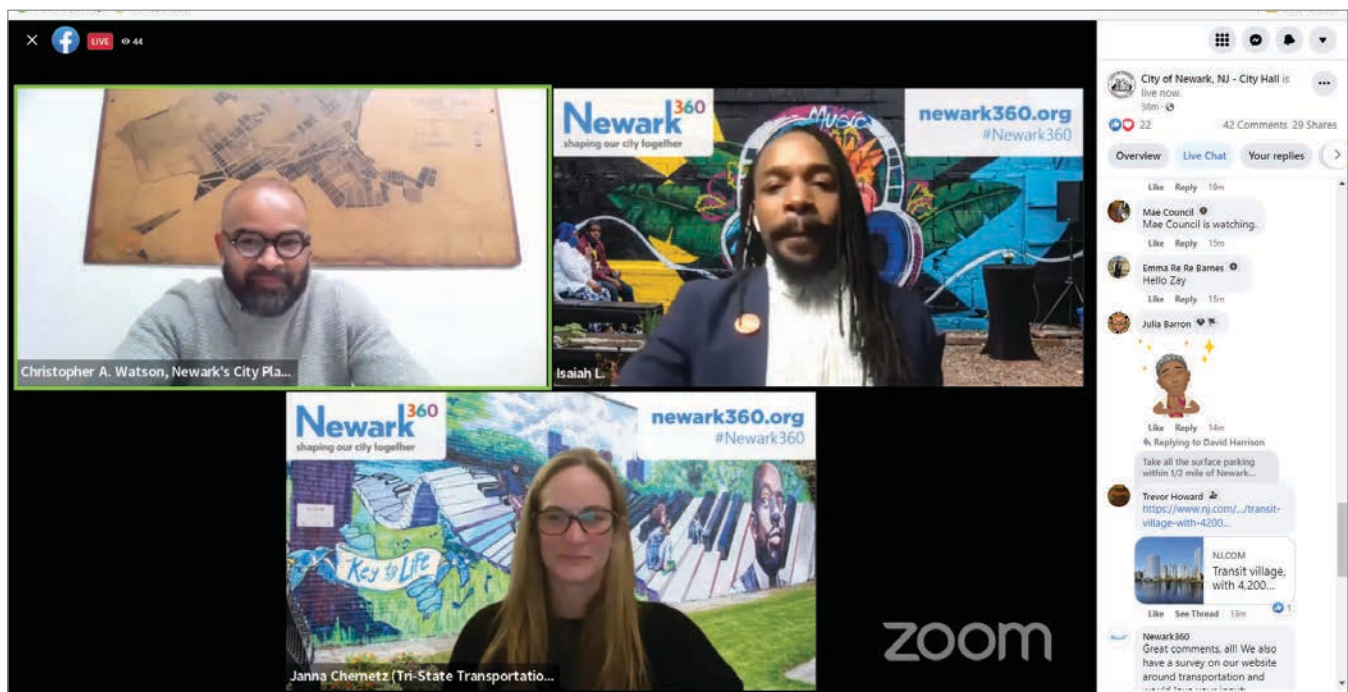


Virtual Engagement

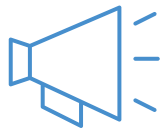
7,000+
website visitors
12
citywide virtual meetings

Due to the COVID-19 pandemic, in-person gatherings were difficult to conduct safely during the winter season. However, the City of Newark hosts a lively virtual community via their Facebook page, with Mayor Baraka giving regular end-of-day briefings to Newarkers via Facebook Live events. As such, we piggybacked on this energy by launching the plan in late fall 2021 via a Facebook Live panel discussion which introduced the project, interviewed stakeholders about their vision for Newark360 across the next ten years in the city, and invited viewers to visit the newly launched project website and participate in the engagement tools there.

We also streamed a series of weekly Facebook Live events in February 2022, in order to engage the larger public around the specific elements of the plan and understand what issues and opportunities were most pressing. The Facebook Live events were conceived as panels of authentic Newark voices around the 8 Plan Elements, held on consecutive Wednesdays. The events were advertised ahead of time via social media and the City's newsletter, and for each event dozens of Newarkers tuned in and left comments and questions for the panelists to answer in real time via the Facebook chat function.



City of Newark/Newark360 Facebook Live panel event: Transportation & Mobility (February 2022)



Community Workshops

After a winter of virtual engagement, in late Spring and early Summer 2022 we collaborated with neighborhood organizations throughout Newark to host a series of in-person workshops: 2 workshops per Ward in all 5 Wards, for a total of 10 workshops across 6 weeks.

Our neighborhood partners conducted outreach for the events to their local residents, helped locate facilities, helped to facilitate the engagement stations, and provided food for workshop attendees. In exchange they were provided a stipend.

Each workshop followed a similar format, with an introductory presentation framing Newark360 and where the workshops fit within the broader Master Plan timeline. From there, participants were invited to rotate through 4 distinct stations, each with a series of questions and a table exercise with either a Ward map or a game to gauge community priorities.



image: Bloomberg Associates

10 in-person workshops

At the end of the workshop, each station facilitator summarized the conversations, and the responses were collected and tabulated. Many themes were repeated throughout all Wards, but some issues were more pressing in specific communities – those are outlined in the following pages.

The community workshops were a lively and invaluable opportunity for Newarkers to engage directly with our team, voice their priorities, and help brainstorm ideas for how to collaboratively improve the city around them.

Future Headlines:

An introductory icebreaker activity asked participants to brainstorm a “headline from the future,” a headline from 2032 that could encompass a vision for a better tomorrow. The headlines were a quick but insightful way to understand Newarkers’ concerns and hopes.

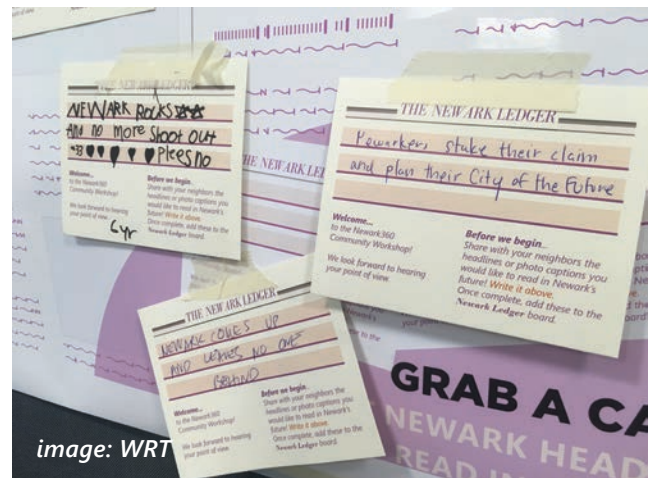


image: WRT

01 Where We Live:

This station addressed housing, asking participants to assess the Mayor's Affordable Housing Goals and vote for which of the goals were of highest priority. We also asked participants where they saw opportunities for increasing housing supply in their neighborhoods, and what big issues with housing they see in their community.



image: WRT

02 Where We Shop and Play:

Participants at this station were asked about their favorite commercial streets, cultural assets, and other economic drivers in their neighborhood. We discussed how to leverage existing assets and places of pride for further improvements.



image: WRT

03 Where We Gather:

This station invited participants to think about how to improve their local parks, add more parks and open space, and increase tree canopy. We also asked about flooding.



image: Bloomberg Associates

04 Where We Go:

At this station we asked participants to tell us about their transportation needs - how to improve streets, where Newarkers go in the city and how, and where barriers exist in mobility and transit.

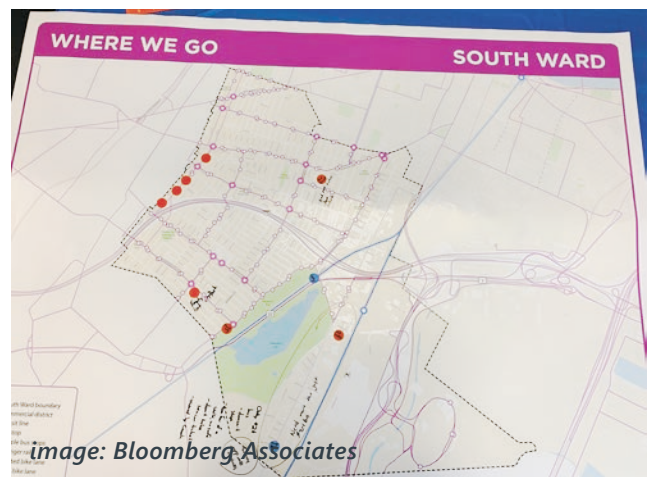
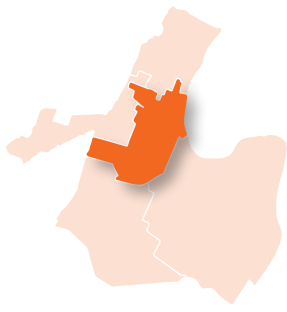


image: Bloomberg Associates



Central Ward Workshops

Community Partners:

- United Community Corporation
- Lincoln Park Coast Cultural District

Locations & Dates:

- **May 18:** The Clubhouse, 205 Spruce Street
- **May 19:** The Rose Garden at Integrity House, 101 Lincoln Park

Takeaways:

Residents in the Central Ward discussed the need for youth-friendly programming and amenities in Central Ward Parks. As the Arts are a major part of the Central Ward's identity, residents mentioned a need for more artist housing. Vacant storefronts are a concern, and neighbors talked about how to incentivize businesses to occupy and beautify them. For young people, there is a need for more places to relax and more nightlife options. Extending the light rail was also mentioned as something that would greatly benefit the Ward.

More space for activities in our parks: tennis, volleyball, bike lanes, seating, lighting.

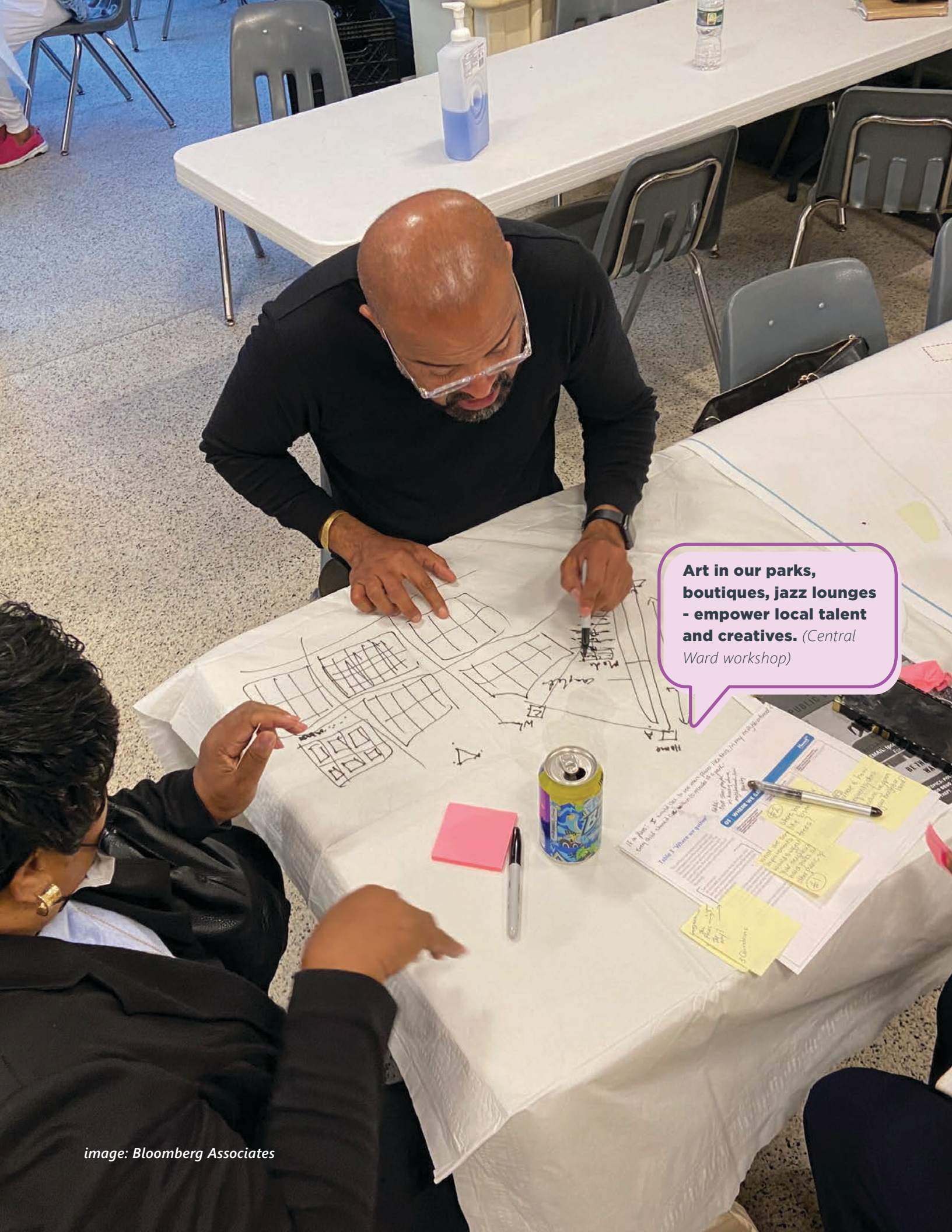
(Central Ward workshop)



image: Bloomberg Associates



image: Bloomberg Associates



**Art in our parks,
boutiques, jazz lounges
- empower local talent
and creatives.** (Central
Ward workshop)

**NJ Transit is extensive,
but there are too many
transfers.**

(South Ward workshop)





South Ward Workshops

Community Partners:

- Clinton Hill Community Action
- Newark Street Academy
- South Ward Environmental Alliance

Locations & Dates:

- **May 25:** Clinton Hill Community Action Early Learning Center, 30 Demarest St
- **June 8:** TREC Center, 55 Ludlow St

Takeaways:

In the South Ward, residents mentioned the many ways they thought the communities adjacent to Newark Airport would benefit from a direct connection. A strong senior citizen attendance pointed out major needs for improving senior housing, amenities for seniors, and a jitney or bus service that would help them age in place. They also showed concern about the many abandoned properties in the area and how they affect their way of life.

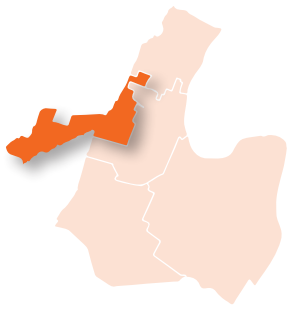
We need training programs in Green jobs, reduction of pollution.
(South Ward workshop)



image: Bloomberg Associates



image: WRT



West Ward Workshops

Community Partners:

- Urban League of Essex County
- Unified Vailsburg Services Organization

Locations & Dates:

- **June 1:** Newark Collegiate Academy, 129 Littleton Ave
- **June 2:** USVO Teen Center, 40 Richelieu Terrace

Takeaways:

In the West Ward, residents mentioned a desire for more community gardens, and the need for early childhood recreation opportunities. The residents discussed the many opportunities for basic infrastructure improvements, including more trash receptacles, fixing potholes, and repaving sidewalks. They also mentioned the need for traffic calming measures.

Take care of abandoned housing and build more businesses.

West Ward workshop



image: Bloomberg Associates

How can we leverage the former Pabst site, Fairmount Commons, West Side HS, and other assets to improve the neighborhood and create opportunity?

For example, Fairmount Cemetery, Ivy Hill Park. What are some important spaces in your neighborhood? Think about community centers, libraries, school yards, rec centers, murals.

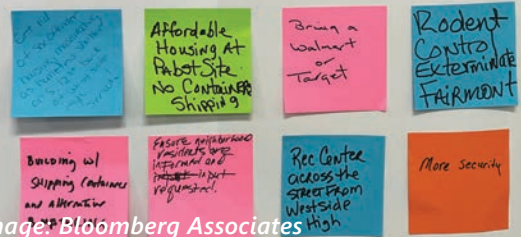


image: Bloomberg Associates

A woman with long dark hair, wearing a red long-sleeved shirt and black pants, stands in the foreground with her back to the camera, gesturing towards a group of people seated in red chairs. The setting is a church interior with a high wooden ceiling, exposed beams, and large stained glass windows. The floor is light blue tile. In the background, several people are seated at tables, some looking at the speaker. A whiteboard and other church-related items are visible in the distance.

**Use church parking lots
and city-owned lots to
do pop events for our
children.**

(West Ward workshop)

**Flooding prevents me
from getting to work
- I can't get out of the
Ironbound.**

(East Ward workshop)





East Ward Workshops

Community Partners:

- Ironbound Community Corporation

Locations & Dates:

- **June 15:** Ironbound Recreation Center, 26 St Charles St
- **June 21:** Early Childhood Learning Center, 1 New York Ave

Takeaways:

In the East Ward, residents discussed what could be done to improve or rehab abandoned properties. They talked about the need for more multi-bedroom units and had a lot of praise for the street-adjacent outdoor dining spaces. Pollution from the Doremus Industrial Area and Newark Airport were mentioned as huge concerns, as well as the extensive flooding that has taken place in the area. Residents called for tree planting initiatives and taking measures to lower truck traffic on residential streets.

The Port, Airport, and industries need to combat pollution by paying more taxes that go to greening our neighborhood.

(East Ward workshop)



image: WRT



image: WRT

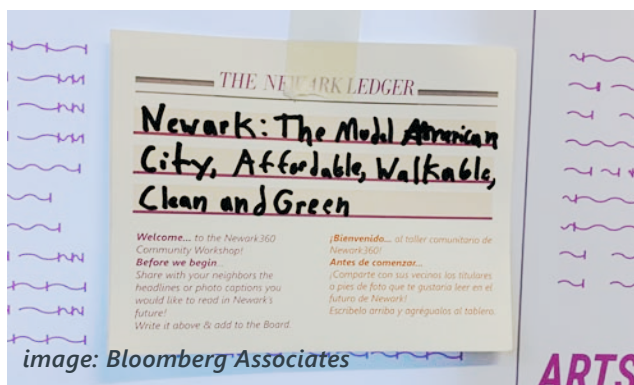
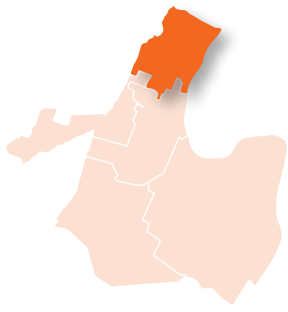


image: Bloomberg Associates



North Ward Workshops

Community Partners:

- La Casa de Don Pedro

Locations & Dates:

- **June 29:** Newark Public Library, North Ward Branch, 722 Summer Ave
- **June 30:** La Casa de Don Pedro, 23 Broadway

Takeaways:

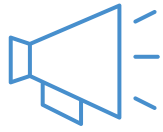
In the North Ward, residents noted the need for homeowner support in historical districts. They had many ideas for improving amenities in and around Branch Brook Park and talked about the need for an expanded light rail. Traffic calming measures were also mentioned as a need for the area. Other recurring themes came up around how to improve the streets with paving and general maintenance, while creating more frequent avenues for transportation to help them get around easier.

We need a tree ordinance to preserve existing trees! (North Ward workshop)





**Allow "granny shacks"
accessory units on lots
large enough.** (North
Ward workshop)



Citywide Survey

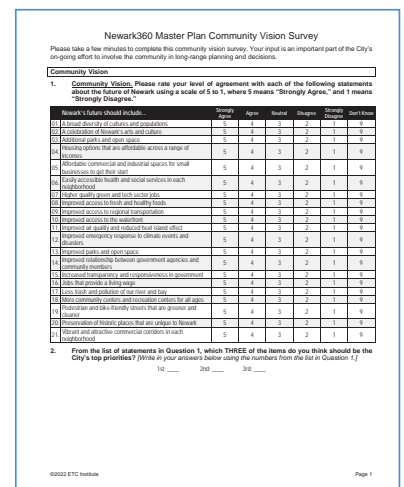
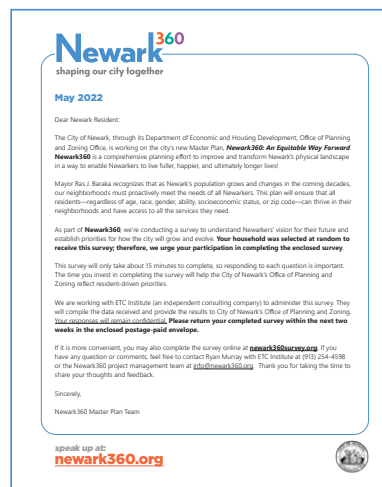
Over the spring and summer of 2022, the city hired ETC Institute who administered a statistically valid survey citywide in Newark. Residents were selected at random. The survey was 7 pages long and included scale questions (ranging from strongly agree to strongly disagree), multiple options questions (select top 3), straightforward single option questions, and several open ended questions. The survey covered categories of:

- Community Vision
- Achieving the Community Vision
- Safety, Health and Resilience
- Transportation
- Your Neighborhood
- Economic Development and Employment
- Demographics

Newarkers believe in Newark: a majority of households choose to remain in their neighborhoods

Who responded?

The goal was to complete a minimum of 500 completed surveys from residents. The goal was exceeded with **510 completed surveys** collected. The overall results for the sample of 510 households have a precision of at least +/-4.3 at the 95% level of confidence. They represented every neighborhood in every ward. A majority of respondents were long time Newarkers (58% of respondents were over 30 year Newark residents). There was a more even distribution between short-term residents and long-term residents at the neighborhood level – an indication that Newarkers are transient between neighborhoods, but still largely staying with the city. Despite this, survey respondents were evenly distributed along age cohorts (i.e. similar number of Millennials as Baby Boomers). About a third of the respondents identified as Hispanic, and about half of all respondents were Black. Survey respondents were distributed evenly across income bands and closely resemble income levels of Newark households. About 56% of survey respondents were renters (compared to the citywide rental rate of over 70%).



^ Cover letter and first page of the Survey mailed to representative Newark households

Takeways

Responses from over 500 Newarkers validates the analyses and recommendations of Newark360 – **Newarkers speak with one voice** when desiring their city to change, and recognize that housing security, access to services, fresh foods, and well-paying jobs, as well as better relationships with the government are key issues to tackle over the next decade in order to achieve the desired change. Despite issues such as housing cost burden, flooding, and mobility challenges, Newarkers still believe in Newark – a majority of households choose to remain in their neighborhoods.

510
surveys
completed



Image: Bloomberg Associates

Community Vision

The Future of Newark. Respondents were asked to rate their level of agreement with 21 statements regarding **the future of Newark**. These were the top three most selected items:

53% more affordable housing options

36% jobs that provide a living wage

26% easily accessible health and social services in each neighborhood

Achieving the Community Vision

Respondents were asked to rate their level of support for 20 potential actions the city could take **to achieve their goals**. These actions were selected most frequently:

Greater variety of housing options

Homeownership opportunities

Enforce cleanup of contaminated sites

48%

31%

25%

Safety, Health, and Resilience

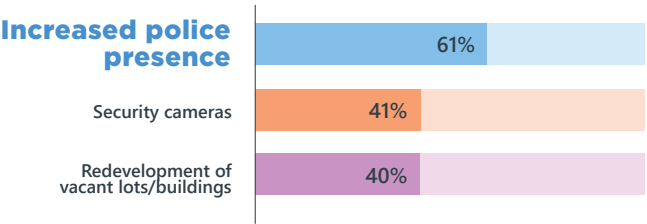
Respondents were asked to select the three items that would have the **greatest impact on their perception of safety** in their neighborhood. Respondents most often selected increased police presence (61%), security cameras (41%), and redevelopment of vacant lots/buildings (40%).

Respondents were asked to select the three items that would have the **greatest impact on their overall health**. The most popular selections were reduction in litter, trash, and post-flooding debris (55%), safer, more walkable streets (55%), and availability of fresh foods and vegetables (38%).

Respondents were asked to select all the **environmental hazards that have greatly impacted their quality of life** in Newark. Extreme rain/flooding (55%), nearby site contamination (50%), and hazardous air quality days (49%) were of the highest concern to respondents.

Respondents were asked to select the methods they thought would be the most successful towards **building resiliency** in their neighborhood. Respondents thought improving critical infrastructure to reduce outages, access to resources to prepare for extreme weather, and support for organizations that assist hard-to-reach neighbors were the best methods of building resiliency.

What would have the greatest impact on the perception of safety in your neighborhood?



What would be most successful towards building resiliency in your neighborhood?

- 1 Improving critical infrastructure to reduce outages
- 2 Access to resources to prepare for extreme weather
- 3 Support for organizations that assist hard-to-reach neighbors

Transportation

55.7% of respondents use NJ transit buses to get to work, school, or take care of important tasks.

- 1 55.3% walk.
- 2 9.8% bike and 10% use electric scooters.

The majority (61.6%) of NJ Transit bus riders transfer 2 or more times.

90% of respondents were supportive or very supporting of ensuring streets and sidewalks are designed for people of all ages and abilities.

80% of respondents were supportive of expanding public transportation to reach more residents.



Your neighborhood

Respondents were asked to select all the locations within a 15-minute walk from their home. Churches or places of worship (69%), supermarkets or grocery stores (66%), and schools were the most common locations available via walking to respondents.

What would be most successful towards building resiliency in your neighborhood?

- 1 Churches or places of worship
- 2 Supermarkets or grocery stores
- 3 Schools

What would have the greatest impact on your overall health?



Economic development and employment

Respondents feel technical and jobs skills training (54%) would be most **helpful to enhancing their job qualifications**. In general, respondents feel Newark needs more skilled/technical jobs and tech/computer/programming jobs (21%). The city can best improve access to jobs by increasing training and technical programs (34%) and developing neighborhood workforce support centers (31%).

Respondents feel financing opportunities (26%), grant programs (23%), and affordable offices and workspaces (20%) would best **help support small business owners and those looking to start a business**.

54%

of respondents feel technical and jobs skills training would be most helpful to enhancing their jobs qualifications

34%

of respondents feel the city can best improve access to jobs by increasing training and technical programs

What would best help support small business owners and those looking to start a business?

26% financing opportunities

23% grant programs

20% affordable offices and workspaces

When the data was cross-tabulated, responses further validated understanding of issues.

- Newark households close to the median household income (\$25K - \$45K) are most challenged by issues such as housing cost burden, lack of well-paying jobs and inaccessible parks and rec centers.
- Unsurprisingly, survey respondents who rent felt more strongly about the need for **more housing options affordable** across a range of incomes. That said, both owners and renters track closely when desiring mobility, open space, and government improvements.
- Younger Newarkers (18-34 year olds) felt more strongly about **celebrating Newark's arts and culture scene** as well as desiring more parks and open space.

Respondents who rent

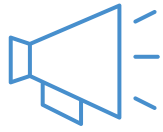
feel more strongly about the need for more housing options affordable

Younger Newarkers

feel more strongly about celebrating Newark's art and culture scene

Younger

Newarkers felt more strongly about celebrating Newark's arts and culture scene



Story Bus Events

As part of our community engagement efforts, we connected with the Newest Americans, a local multimedia collective, to utilize their Newark Story Bus. The bus, created to collect the rich and diverse stories of Newark, is equipped with a photo studio and an audio booth. We took the vibrant and inviting bus to three youth and family focused events around the City to reach young people where they are.

Our goal was to collect thoughts, aspirations, and ideas from young people specifically about the places they care about in their neighborhoods, and what changes and/or improvements they would like to see in the next 10 years. The Story Bus team interviewed and photographed 32 dynamic young people and received some insightful feedback that will help inform the future of Newark.

I'm thankful for people getting along now because you can see Newark is getting better. It's getting a lot better than before.

(Jaylin Freeman, 18 years old)

Most people don't really have a yard to go outside and play. I want to see more trees, less gates. Some nicer buildings, and not all the services that are the same that make the city boring.

(Sophia Watson, 11 years old)

Something I don't think outsiders see is there's a lot of opportunity here. There's different types of people, different cultures. It's a lot more than people see, more under the surface.

(Alyssa Laurore, 15 years old)

Layla Abdallah, 22



Sophia Watson, 11



Zayona Terry



Keith Moss, 24



Ihsann Williams, 18





34
youth
interviewed

image: Bloomberg Associates

Ashley Mendoza, 22



Makhi Cartor, 17



Sean Johnson, 25



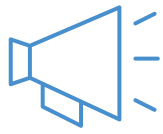
Egypt Johnson, 13



Payton Celi



Image: All portraits courtesy Sy Battle / Talking Eyes Media / Newest Americans



Story Bus Excerpts

Layla Abdullah, 22

A lot of people who aren't from Newark or who have never visited Newark, have this perception that the city is a place of violence. The city is a scary place. It's a go-inside-when-the-street-lights-come-on place. But in reality, I feel like they don't know the art scene of the city. They don't know the true meaning behind what the city is trying to move forward and progress to do. And I believe that in reality, if someone from outside the city were to come visit the city, they would have that perception flipped completely upside down and they would see this **amazing new place of rejuvenation and rebuilding**.

Ana Monteiro, 21

One of the things I strongly dislike about Newark is the lack of green spaces. And also like we are in a sacrifice zone. So the fact that our air is polluted, that there's been lead in our water and we've definitely been neglected to certain extents. I just feel like certain areas in Newark more care is given depending on how, like, wealthy people are. And that's not how it should be in my view. So I think like the streets need to be taken care of, potholes need to be fixed. You need to make spaces beautiful. Not for people coming in and like buying and like going to rent crazy luxury apartments, but you need to **make spaces beautiful for people who already live there, as well as for people who have been there for generations** and who deserve the space to look nice and clean for themselves.

Brionna Freeman, 22

There's a whole lot of kids now. So sometimes we'll see the little itty bitties walking around, going to the car. It's like, wow, things are really changing, but I'm glad that they're able to experience being able to play with each other because that's all we had growing up, too. I really do think the city just needs to focus on keeping their citizens or residents happy

because **there's a big shift that's happening and a lot of us can feel it**. We feel pushed out and it's upsetting because you grew up here so long expecting to buy a house here, expecting to buy a car here, expecting to live here. But knowing that these upcoming changes are not technically meant for us is like, mind blowing, because why would you want to push your residents out?

Kaylin Laureore, 16

I would say that **I'm most proud of the love that people have for each other in my neighborhood**. There could be more of it. There's always room for improvement, but I see how people are trying to change. And I think people are starting to wake up and see that **we need each other in order to be successful and for Newark to rise** and be what I feel like it's supposed to be. I feel like Newark is supposed to be huge, big people should want to, you know, travel to come and be here.

Trinity Corney, 21

I have cerebral palsy it affects just my lower extremities and just makes my overall body tight. Growing up, I was always driven around, cause my mom signed me up for that program where you get picked up in the medical van, they take you to school or wherever you need to be dropped off. It's all through Newark. They have programs for kids that have disabilities they take you from your school to your house, wherever you need to be. There has to be more awareness around different physical types of disability and not just having the minimum. It's not just about having automatic doors or that push button; **there's more that needs to be done**.

Story Bus Participants

Paige Celi, 9



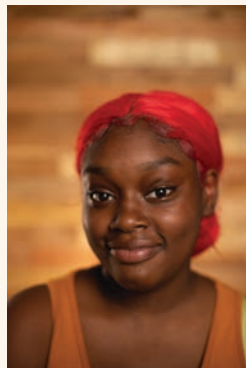
Nazir Fisher, 15



Solomon Laurore, 9



Yazania Davis



Ana Monteiro, 21



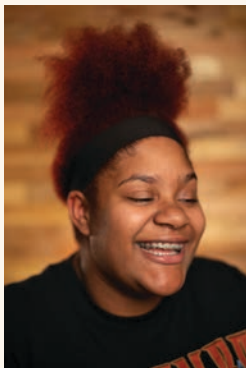
Kaylin Laurore, 16



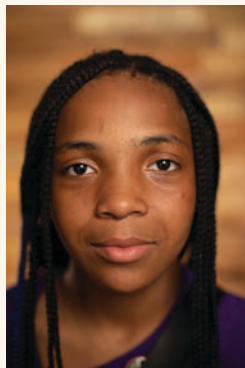
Brionna Freeman, 22



Makayla Freeman



Madison Gordon



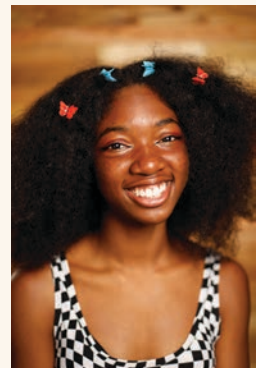
Genesis Fawcett, 11



Javon Swain, 15



Alyssa Laurore, 15



Nymirah Brown, 12



Sean Williams, 13



Jaylin Freeman, 18



Zy'Quajah Lucas, 13



Noel Camacho, 21



Ava Miranda, 14



Jeffrey Lantigua, 18



Trinity Corney



Omar Tito



Tevon Thomas



Jeffrey Queen, 20



Johana Herrera, 18

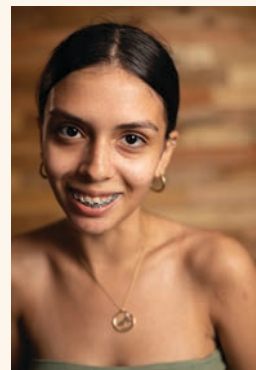
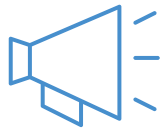


Image: Top 16 portraits courtesy Sy Battle / Talking Eyes Media / Newest Americans

Bottom 8 portraits courtesy Chrystofer Davis / Talking Eyes Media / Newest Americans



City Planning Institute

24
students
engaged

Over 5 weeks during the Summer of 2021, the Center for Community Planning's **City Planning Institute** engaged a team of students between 14 and 17 years old in mapping Newark's cultural and community assets. The first step was defining what culture and cultural assets meant to them, and then researching each neighborhood. They also conducted field work to identify Art and Cultural spaces, as well as mapping them all by type. The places and assets identified in this Master Plan build on the work of these students.

CPI definition of Culture: Culture is the arts and other manifestations of human intellectual achievement regarded collectively or the customs, arts, social institutions, and achievements of a particular nation, people or other social group.

CPI definition of Cultural Assets: A cultural asset is something that has value because of its contribution to a community's creativity, knowledge, traditions, culture, meaning, and vitality. ... They can be tangible assets such as cultural facilities, specific buildings, or physical works of art.



Participants:

- Deborah Schulze, Instructor
- Owusu Kwaku
- Jordan Swan
- Toyeebat Ojifinni
- Jesse Nwadiozor
- Daniel Musa
- Xavier Hayes
- Gloria Talbert
- Sajada Green
- Persiah Cooper
- Hassan Tyler
- Olivia Chima
- Zair Conway
- Melanie Cano
- Kaniya Henry
- Vincent Vicuna
- Samiya Hill
- Zyon Williams
- Bakari Rashidi
- Joseph Rivera
- Miguel Concepcion
- Similoluwa Falayi
- Husain Tyler
- Amir Hayes

Newark Cultural Assets:

- Museum
- Restaurants
- Music stores
- Churches / Houses of worship
- Theaters / Theater groups
- Public art - murals/ statues
- Community based organizations
- Public gathering spaces
- Community gardens
- Parks and recreation spaces
- Culturally based community groups
- Clothing stores
- Cultural stores (hair salons, etc)
- Festivals
- Parades
- Cultural stories
- Languages being spoken

Student suggestions for improvement:

- Encourage cultural diversity by flying cultural flags throughout the city.
- Offer incentives for residents if they were willing to decorate homes with bright colors.
- Turn empty lots into gardens and performance spaces.
- Paint all abandoned properties with bright, encouraging or special paintings/ drawings.
- Spray paint sidewalks and/or sewage portals.
- Have schools paint their outside walls.
- Paint store's metal front grates in culturally significant ways.
- Encourage public art displays.
- Create a self-reporting app so people can share more public art with the city.





image: Cesar Melgar



04

Newark Tomorrow

What can Newark become in ten years? Newarkers envision a healthier, more equitable and more resilient city where the next generation of Newarkers will take pride in their beautiful neighborhoods, affordable homes, verdant parks, and walkable streets, and can participate fully in the city's economy.

In ten years, Newark will be an even greater city of prosperity, a city of culture, a city of neighborhoods, a city of families, and a city of strength.



image: Bloomberg Associates



Newark is a City of Prosperity

Newark is a city of prosperity where new and legacy residents can leverage the Brick City's richness to build their American Dream.

Goals

- 1 Connect Newarkers with well-paying jobs within the city.
- 2 Protect our residents from vulnerabilities.
- 3 Continue to leverage our educational and medical anchor institutions.
- 4 Leverage our assets – the Airport, Sea Port, and Industrial Districts as economic engines for the city.
- 5 Continue to foster new jobs, clean industries, and a range of industry sectors.
- 6 Support and encourage locally-grown businesses across all sectors.
- 7 Build community wealth for all Newarkers.



Policy recommendation with land use implications - see Appendix I



Policy recommendation to advance social and/or environmental justice

1.1

Connect Newarkers with well-paying jobs within the city.

The cornerstone of prosperity is economic development – connecting Newarkers to well-paying, fulfilling, and sustainable jobs, and removing barriers to those jobs in growing Newark industries such as transportation, educational services, healthcare and financial services.

NEWARK CELEBRATION

Hire. Buy. Live. Initiative

In 2017, Mayor Ras J. Baraka launched the Hire. Buy. Live. Newark initiative, a partnership with anchor institutions across the City of Newark. The initiative was marked by three interrelated components; Newark2020 aimed at connecting the city's unemployed population with full-time living wage jobs by the year 2020, Buy Newark to support the growth of local businesses and match them to the purchasing needs of other Newark businesses large and small, and Live Newark to attract more employees, faculty and students to live in the city and provide existing residents with additional rental and homeownership choices and incentives.

Source. City of Newark

1.1.1 Work with mid-sized businesses within the city and incentivize them to hire local.

Local hiring requirements and incentives are common for large employers and development projects. However, it is more difficult to design programs to promote local hiring for small and medium businesses. Meanwhile, cities across the US are exploring ways to encourage local hiring particularly for disenfranchised and historically underrepresented populations,

Newark's existing Hire. Buy. Live. policy incentivizes local hiring, but the program could be expanded to include smaller and mid-sized businesses, and to specifically target potential employees of underrepresented backgrounds.



KEY RECOMMENDATIONS

- Promote local hiring for small and medium businesses, and hire employees from underrepresented backgrounds

1.1.2 Introduce young Newarkers to opportunities in the local Green Economy

Provide pathways to jobs in renewable energy, horticulture and farming, energy efficiency inspection and construction, recycling and reuse, and research.



image: Bloomberg Associates

73.8% of Newarkers are Very Supportive of target job training for Newark's actively growing industries

-July 2022 Statistically Valid Survey results

NATIONAL CASE STUDY



Austin Texas Business Expansion Incentive Program

The City of Austin, TX has established a Business Expansion Incentive Program aimed at small and medium-sized businesses to hire local Austin residents. The program has 3 different elements:

Local Owned Austin Business:

Businesses qualify for this designation if they are a registered business in Austin operating for at least 12 months; hold at least 5 jobs over 5 years and pay City of Austin living wage; and allocate up to 3% Wages Reimbursement Per Job / Per Year (max \$1,800).

Targeted Hiring:

Businesses must hire at least 1 employee with barriers (physical, mental, historically underrepresented groups

Relocating to Austin:

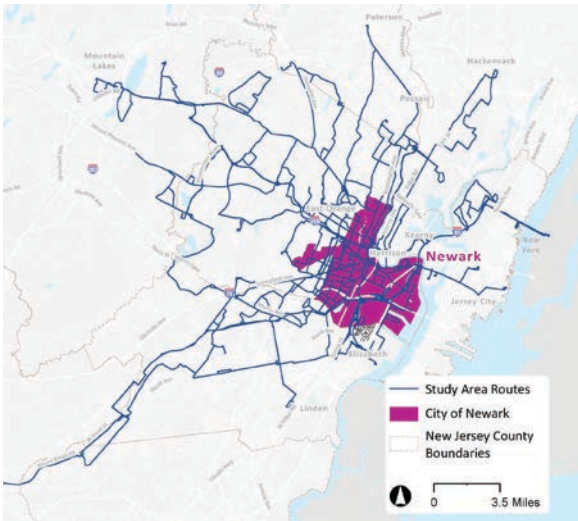
Businesses must have no previous significant presence in Austin (5 or fewer employees); and hire at least 75 employees over 10 years

Source. City of Austin TX

Newbus Newark

The NewBus Newark Bus Network Redesign is the first initiative to study restructuring the local bus network in several decades and takes into account where people live, where people work, and how people travel. The plan focuses improvements on high ridership routes, ensuring positive impacts for a majority of riders. In fact, the plan increases access to frequent service by 56%, meaning over half a million people and almost 200,000 jobs will have access to frequent service.

However, increased focus and funds should be given to ensure there are frequent routes that allow residents to easily travel to other neighborhoods besides downtown. Only seven of the 51 planned routes travel to other neighborhoods without traveling through the downtown core. Of those seven routes, only four come every 15 minutes or less.



^ NewBus Newark study area routes

*Master Plan Highlight

1.1.3 Add bus routes and other bus treatments to improve how Newarkers move around the city outside the downtown core.

Newark's bus network is currently arranged in a "hub and spoke" layout. This means that most bus routes originate in downtown and radiate outwards to other neighborhoods. Hub and spoke systems are designed to get people to and from jobs in a central core, and are typically practical and efficient designs when there is a large concentration of jobs in one area, and/or limited funding prevents local transit agencies from adding additional routes.

However, hub and spoke systems do not work well for residents who want to access to areas of the city other than downtown. Trips between neighborhoods often require a detour into the central district and one or more transfers between lines. This adds not only inconvenience, but time, cost, and distance that prevents close neighborhood ties. It also makes it difficult to access job centers that are outside of the downtown area. Public engagement has shown that more routes are needed connecting Newarkers North/South and East/West.



KEY RECOMMENDATIONS

- Add bus routes that arrive every 15 minutes or less and connect to decentralized mobility hubs, providing opportunities for Newarkers to connect to neighborhoods
- Strategically implement bus lanes, transit priority at intersections, and other proven Bus-Rapid Transit (BRT) strategies to improve service to major employment hubs throughout Newark. See 5.6.1 for additional details



Legend

- Newark Wards
- Newark Open Space and Recreation Facilities
- Current Hub & Spoke
- Potential Additional Connectors

FIGURE 67 Transit Map with Potential Additional Connectors

Source: City of Newark, NJ; Arup

The lines shown do not represent actual NJ TRANSIT routes, but instead illustrate how a decentralized bus network connects more neighborhoods than a hub and spoke network. North/South and East/West routes fill the gaps of a centralized network. These new routes connect neighborhoods to each other and to job centers without needing to transfer in the city center.

1.2

Protect Newark's residents from vulnerabilities.

Newark is home to residents with disparate needs, and some of the community endures more hardships than others. Newarkers are particularly subject to vulnerabilities due to housing insecurity, environmental and racial injustices, economic decline, and a myriad of other challenges – exacerbated by a devastating pandemic. One important goal of the Newark360 Master Plan is to strengthen the safety nets for Newarkers who are made vulnerable to these circumstances, such as those who are without addresses, disabled, elderly, formerly incarcerated, and most importantly, our children.



1.2.1 Reduce homelessness in Newark significantly over the next five years through delivery of various housing solutions and supportive services.

The city should develop Newark's Homelessness 5-Year Strategic Plan via broad citywide participation and partnership with service providers and increase capacity for services at emergency shelters. Programs and policies for addressing Newark's housing continuum need include: Project Based Voucher units (Newark Housing Authority), increased Single Room Occupancy units, intermediate/transitional housing, supportive housing, as well as creative housing solutions such as tiny homes.

The city should proactively advance these actions via public private partnerships in new multifamily developments - diverse programming that taps resources from Newark Housing Authority, NJ's Low-Income Housing Tax Credit program (eligible for transitional housing) as well as city support of legacy homelessness solutions such as Single Room Occupancy units and progressive solutions such as tiny homes on public lands.



KEY RECOMMENDATIONS

- Develop Newark's Homelessness 5 -Year Strategic Plan
- Allow for single Room Occupancy units, intermediate/transitional housing, supportive housing, as well as creative housing solutions such as tiny homes

NEWARK CELEBRATION

Office of Violence Prevention and Trauma Recovery Center

In 2020, the City of Newark created the Office of Violence Prevention and Trauma Recovery, which supports Newark at-risk youth, adults, and families who have been impacted by the criminal justice system. As part of an ongoing contribution into violence reduction strategies, the City announced a \$19 million investment to be used by community organizations to create additional safe passage routes for schools and programs based on intervention, treatment, and prevention. 8 organizations were selected to receive grants totaling \$1 million supporting their efforts addressing trauma, violence and other public health issues under the office. The office's headquarters will be housed at the newly announced museum transformation of the 1st Precinct located on 17th Avenue.

Source, City of Newark



**The Apostles House
Transitional housing at
513-515 Avon Avenue**



**"Tiny Homes" like this
prototype from a Fall 2021
NJIT architecture studio can
add to Newark's housing
supply**

Legend

- Individual Domestic Violence & Runaway Housing
- Senior Housing
- Transitional Housing
- Boarding Home
- Family Housing
- Housing Center

^ FIGURE 68 Special Needs Facilities

Source: City of Newark, NJ

Newark has a strong existing network of special needs facilities for residents needing shelter of many kinds. The 5 year citywide strategic plan to address homelessness should conduct a needs assessment to determine gaps in special needs facilities and develop community-supported solutions.

1.2.2 Enable increased development of housing units for Newarkers who are disabled and invest in making sidewalks and public spaces fully accessible.

According to ACS census data, in 2020 approximately 15% of households reported at least one of six disability types. In addition, Newark is home to the largest concentration of veterans in New Jersey, many of whom are disabled. The city should ensure housing, sites, amenities, and sidewalks are accessible to Newarkers with physical disabilities, as well as vision and hearing disabilities. Multifamily buildings (served by elevators) as facilitated by land use changes recommended in this master plan are conducive to serving disabled residents with disabilities.

1.2.3 Facilitate development of housing units for seniors, including retrofits for existing housing to allow residents to age in place.

Critical to maintaining the culture of the city, and sharing newfound prosperity among legacy residents is to provide new and rehabbed housing units for elderly Newarkers. For long-time residents to choose to age in place, they must have the ability to live in their own communities safely, independently, and comfortably – with access to everyday amenities, services and transportation. Newark’s strong network of non-profits, faith-based institutions, anchor institutions, and mission-driven organizations should serve as the implementation entities in Newark’s neighborhoods.



KEY RECOMMENDATIONS

- Institute a citywide policy of a minimum 10% ADA units for all new development receiving public funding



KEY RECOMMENDATIONS

- Provide new and rehabbed housing units for elderly Newarkers

- Newark's historic housing stock is beautiful, but existing steps and narrow doors can be prohibitive for aging in place. Historically sensitive retrofits will allow Newarkers to stay in their homes longer



image: Cesar Melgar



1.2.4 Include healing and trauma-informed design/policy strategies in thinking about the re-entry workforce.

There cannot be shared prosperity in Newark if a large percentage of Newark's population is barred from participating in the workforce due to past criminal records. Newark has the highest per capita number of parolees of any U.S. city. Work with Newark's One Stop Career Center to provide employment assistance and help with criminal record expungement when appropriate. The Newark Office of Reentry should receive training in trauma-informed care and nurturing environments of healing and recovery. Additionally, the Office of Reentry should partner with faith-based institutions and urban agriculture organizations to insert healing, recovery, and forgiveness into re-entry workforce training. Since reentry residents are not all downtown based, considerations should be made in having these supportive services in satellite offices in the neighborhoods where reentry residents are concentrated.



1.2.5 Expand development of youth-centric services and spaces.

In order for Newark to fulfill its vision as a City of Prosperity in 10 years, the city must support Newark youth who will become future leaders of the city. Newark Youth One Stop Career Center's (NYOSCC) provides a wide range of services designed to increase youth and young adults' access to career pathways and leadership skills. NYOSCC serves 5,000 - 7,000 youth between the ages of 14-24 per year. Its services include education support, employment counseling, leadership development, supportive services, work experiences, and referrals to outside agencies for training. Additional capacity for NYOSCC should be focused in two specific areas – expanding its network of Newark employers and addressing the digital divide in Newark Youth through partnerships with Newark Public Schools (as it implements its 5 -year modernization plan), Newark Public Libraries, and Centers for Hope community centers.

The childhood poverty rate in Newark is 37%



KEY RECOMMENDATIONS

- Build capacity within youth-centric organizations such as NYOSCC by leveraging relationships with Newark employers
- Address the digital divide among Newark youth through partnerships

1.3

Continue to leverage our educational and medical anchor institutions.

Newark is home to six college campuses and three hospitals, including a Level 1 trauma center (University Hospital). Together, “eds and meds” in Newark drive the city’s economy, and will continue to play a large role in shaping the economic future of the city.



image: One Architecture & Urbanism

1.3.1 Continue to partner with universities & colleges to seek out ways to expand pipeline opportunities for Newark’s residents and youth to land STEAM and other higher-wage jobs.

Newark should continue to support and work to expand the myriad of STEAM (Science, Technology, Engineering, Arts, and Mathematics) programs that existed across the city prior to COVID-19. Examples include the Newark STEAM Coalition (an ecosystem development organization including the Students to Science Program), NJIT (Mayor’s Honor Scholars Program, the Newark Math Success Program, and the Center for Pre College Programs), and Rutgers Newark (Community Learning Centers, GeoScience Scholars Institute).

In addition to these efforts the city and its workforce community partners should consider implementing a STARS-based career growth program. This will be complementary to efforts like Newark2020 and Career Works. STARS stands for SKILLED THRU ALTERNATIVE ROUTES. These programs target individuals who do not have 4-year college degrees but may have entry level on-the-job training, skill bootcamps, military service training, or partial degree completion. A first step could be utilizing Opportunity at Work’s STARS Studio to design a STARS based system to increase the pool of eligible participants in the city’s workforce pathways efforts.

- Existing anchors like NJIT provide stable and long-term economic opportunities



KEY RECOMMENDATIONS

- Implement a STARS-based career growth program

1.3.2 Work with institutions to fund and expand the Newark Promise program to support college and/or advanced skills development for Newark residents.

Newark can use the Pittsburgh Promise model as a precedent to expand the Newark Housing Authority's \$1 million Newark Promise program, and provide continued support for the mayor's goal of 25% post-secondary educational attainment in the Newark resident population after 2025.

Pittsburgh Promise provides scholarships for Pittsburgh Public School students for post-secondary education, and a series of related programs to support students. By expanding Newark Promise along similar programmatic lines, Newark's youth can have robust wraparound support for a wide variety of careers and future opportunities.

“Right now too many of our young people don't see themselves in jobs here in Newark. We must keep them here.”

-Lenny, Facebook Live event (Feb 2022)



^ Youth storytelling with the Newark Story Bus mobile hub

NATIONAL CASE STUDY



^ INVEST South/West Plaza, Chicago, IL

INVEST South/West

INVEST South/West is an equitable community development initiative launched in 2019 to support 12 commercial corridors within 10 South and West Side Chicago communities. The public/private investment has dedicated over \$1 billion so far to support small businesses in key corridors, target public realm improvements, and support mixed-use and affordable housing redevelopment.

The city first analyzed streets zoned for commercial or business, then highlighted communities with historic disinvestment but strong community development infrastructure and potential for commercial redevelopment. The final 12 corridors are targets for mixed-use RFPs in opportunity sites, as well as small business grants, adaptive reuse, and streetscape improvements. Reinvestment is deeply rooted in local communities, with public roundtables included for site selection and public realm improvements.

Source. City of Chicago Department of Planning and Development

1.3.3 Work with institutions such as the Newark Alliance to capitalize a reinvestment fund to support neighborhood development initiatives.

Financial resources are a primary consideration for driving infill development to address gaps in city blocks, and maximizing opportunities along Newark's neighborhood commercial corridors. Launching an initiative such as Invest South/West in Chicago can serve as the basis for attracting private investment and securing capital commitments.

These capital commitments could come as an investment fund where different companies, investors, foundations and institutions could pool their financial commitments together to invest in projects. Funds from this pool could be distributed as grants, loans, direct equity investments, or other mechanisms to revitalize corridors and neighborhoods. The neighborhood development initiative should incorporate housing, placemaking, amenities as well as job creation opportunities, and should begin with select priority neighborhoods.



KEY RECOMMENDATIONS

- Create a Reinvestment Pool through Newark Alliance

“Outside interests have purchased properties but have not invested in their community. Thanks to those who hire local.”

-Karen, Facebook Live event (Feb 2022)



Halsey Street, a vibrant commercial street in the city with strong local businesses

image: Bloomberg Associates

1.4

Leverage our assets – the Airport, Sea Port, and Industrial Districts as economic engines for the city.

Newark's airport, seaport and industrial districts are major economic engines for the city, and their sustained growth and operations will continue to provide the city with a competitive edge. Port Newark-Elizabeth Marine Terminal is the third largest port in the nation, moving over \$100 billion in goods annually. Newark Liberty International Airport is also one of the most heavily trafficked airports in the nation, with over 600 scheduled departures daily.

Additionally, two industrial districts in Newark (Frelinghuysen Ave and Doremus Ave/Port-Industrial District) and their proximity to the sea, air, land and rail infrastructure make them unique in the Tri-State Region, providing competitive advantages for the redevelopment of warehousing, logistics, and transportation uses.

Commerce and logistics have undergone a revolution in the last decade – both nationally and globally. Where product supply chains once focused on regional distribution to local bricks-and-mortar retailers, the industry has now shifted towards an “e-commerce” model that relies upon “just-in-time” delivery products ordered via internet retailers to consumer homes within 24-48 hours. This drives demand near seaports, airports, interstate highways, rail yards, and large consumer markets leading to logistics, distribution, and third-party logistics facilities dominating the new leasing activity in the industrial sector.

The COVID-19 pandemic has revealed vulnerabilities and inequities in pre-pandemic perspectives of economic development. While Newark's airport, seaport and industrial districts must be fully leveraged towards a shared prosperity, their growth cannot come at the cost of Newark's environment and health of Newark households.

Now, after years of neglect and underinvestment, the Port Authority is revamping all three of its major airports at a cost of more than \$25 billion. If all goes according to plan, the New York metropolitan area could have three of the most modern airports in the country by 2030.

-NY Times (July 21, 2022)



Legend

- | | |
|--|--|
| Light Rail Station | Industrial Zone |
| New Rail Station (Airport City Newark) | Airport Zone |
| EWR Monorail Stations | Seaport Zone |
| Path / NJTranist | Newark Airport City (AINOR, Area in Need of Redevelopment) |
| Light Rail | Forward Bound Doremus Redevelopment Plan Area |
| Amtrak NEC | |
| EWR Monorail | |

^ FIGURE 69 Airport, Seaport, and Industrial Zones

Source. City of Newark, NJ

Newark's Airport, Seaport, and Industrial Zones are important economic engines, but have limited public transit access.



*Master Plan Highlight

1.4.1 Enhance Newark's position as an Airport City with an Area in Need of Redevelopment Plan and Neighborhood Study.

The proposed PATH extension, coupled with the opening on the NJ TRANSIT Newark Airport stop, to the Newark Airport Rail Station will significantly catalyze urban development surrounding its terminus.

By further integrating the emergent "Aerotropolis" concept, a strategy that promotes reshaping cities around the changing nature of air transport and global digital communication, Newark can build exponentially on the connectivity of a new station. If comprehensively planned, the primary beneficiary of this integrated strategy, in terms of business, workforce, and connectivity, will be the South Ward of Newark, where the nucleus of development will occur and emanate across the city, region, and state. Newark Airport City's mission is to ensure the economic, social, and environmental sustainability surrounding a newly catalyzed Newark Liberty International Airport, thus stabilizing and cultivating urban development for optimal performance across many sectors.

NEWARK CELEBRATION

Airport City Newark Community

The Airport City Newark (ACN) coalition is made up of universities, government bodies and academic research entities that see the potential in connecting Newark Airport with Newark in a more meaningful way. The Airport City Newark project centers around the proposed PATH extension to the Newark Airport Rail station and the connection it could create with the Dayton neighborhood. Currently, Dayton is less than a mile away from Newark airport but it takes around 40 minutes to get there by public transit or an hour by foot. This project proposes a full integration of the Dayton-Weequahic neighborhood with the airport with the PATH extension as well as a footbridge spanning over Frelinghuysen Avenue. This could bring development and employment opportunities to these neighborhoods and the South Ward.

Source. ACN NJIT | <https://acn.njit.edu/>



KEY RECOMMENDATIONS

- Initiate an Area in Need of Redevelopment study in the Dayton Neighborhood for the redevelopment of Airport City

What is an aerotropolis?

"The Aerotropolis consists of a multimodal airport-based commercial core ('Airport City') and outlying corridors and clusters of aviation-linked businesses and associated mixed-use commercial/residential developments that feed off of each other and their accessibility to the airport."

- John D. Kasarda



IMAGE The Newark International Airport is a regional economic hub that could be even further leveraged

image: 7521 Photography

Forward Bound Doremus (2022) Redevelopment Plan Goals:

Economic Vitality

Become a primary job and employment center, hub for logistics and distribution businesses to support the Port, with high-capacity warehousing utilizing new technologies and sustainable business practices.

Character and Enforcement

Develop strong, easy to access, set of comprehensive development regulations and enforcement for new and existing businesses.

Transportation and Connectivity

Work in collaboration with the state to improve vehicle, truck, transit access and mobility to the District to support existing and future businesses and workforce.

Invest in the re-design and improvements of streets and streetscape to better serve the existing businesses and employees, and increase capacity, reduce idling and flooding, and provide safety.

Flooding and Coastal Resilience

Explore flood adaptation and stormwater strategies for industrial operations and uses that mitigate flooding while protecting high-value infrastructure, and to reduce the spread of contamination and pollution from hazardous materials.

Environmental Justice

Mitigate environmental degradation, pollution, and congestion to improve environmental conditions and address environmental justice. Improving the environmental conditions will restore environmental justice, enhance economic prosperity, development, transportation, and flooding solutions.

1.4.2 Continue to pursue Greater Newark Smart Port Regional Growth Cluster.

The Smart Port Regional Growth Cluster plan has elements to support workforce development, research plus innovation in technologies, and business creation. This initiative should stay at the forefront of the city's and region economic development initiatives.

The largest source of jobs in Newark is related to Newark's role as a logistics and transportation hub, providing more than 27,000 jobs - nearly one in six jobs in the city. However, only ~10,000 Newarkers work in these sectors, leaving a substantial opportunity for living wage jobs for residents. Approximately 30% of workers in these sectors are over the age of 55, meaning a substantial number of job openings are likely to occur over the next 10 years. Workforce development is a key part of this initiative: the structure of the Cluster plan also promotes business development and creation which creates wealth building opportunities for Newarkers.



KEY RECOMMENDATIONS

- Create the structure of the Cluster plan
- Promote business development and creation which creates wealth building opportunities for Newarkers
- Launch sector initiatives to attract and grow good jobs and expand the programming of WorkNewark
- Create a special business district in the Doremus Port Industrial area



image: City of Newark

Policy Pivot

Hiring Business Development Manager(s) to create sector strategies for Newark could help connect Newarkers to better jobs. The City might partner with the Newark Alliance to develop and implement strategies to attract and grow businesses in transportation, distribution and logistics, manufacturing / food processing, technology and health care. This should align with existing workforce/ apprenticeship programs.

Newark's Port is a major source of economic activity in the city

1.5

Continue to foster new jobs, clean industries, and a range of industry sectors.

Newark is a city at the crossroads of innovation and commerce. The city should leverage its culture, its creativity, its work ethic, and its entrepreneurial drive to foster new jobs in the next decade.

1.5.1 Prioritize and support cultural, arts, and other creative sector jobs to build on Newark's strong cultural brand.

Arts and culture are estimated to be an \$178 million industry in the city of Newark employing nearly 5,000 people (*Arts & Economic Prosperity 5* study, 2017). In addition, the city has an active, creative entrepreneurial community as evidenced by the number of Kickstarter projects (262) and the more than 12,000 online Etsy products (e-commerce site that provides a digital marketplace for handmade, vintage or craft goods) from Newark creators. There are a number of initiatives across the city to build the creative sector.

One of the key issues to supporting the arts and cultural sector is the experience of the patrons and attendees at these events. Almost 40% of the industry is tied to visitor spending. Supporting this industry goes beyond funding programs and venues, but also involves improvements to the safety and appearance of their surrounding public streets and spaces in order to continue to grow attendance.



KEY RECOMMENDATIONS

- Support the arts and cultural industry beyond funding programs and venues
- Enhance visitor experience through safety and improvements to public spaces



1.5.2 Ensure that employment centers have the zoning necessary to accommodate shifts in emerging business use and space.

The city has identified a number of target sectors that are important for Newark's growth including finance, transportation/logistics, life sciences, and small business. For each of these industries, the spatial organization of their operations is rapidly evolving. Zoning which identifies the types of activities that are allowed in buildings and areas of the city do not always accurately accommodate these spatial evolutions. This is particularly true in small-scale consumer production (companies that make/sell food and beverage products, clothing and accessories, furniture, etc) or Etsy-like businesses with manufacturing, shipping and retail space located in a single building, which may be currently prohibited in commercial districts.



- ^ Small-scale consumer producers are important foundations for Newark's business ecosystem. Zoning should be reformed to accommodate emerging shifts in production, manufacturing, and retail sectors.

Zoning that supports these key economic sectors can create a series of segments within industry types, reducing the complexity of permitting and other barriers to investment. The segmented approach for cannabis and medical marijuana facilities may serve as a model for consumer products and life sciences: cannabis zoning distinguishes between delivery, retailer, and microbusiness. Similarly, for food businesses there could be categories that create segments for manufacturing only, manufacture & retail, or a microbusiness category. This would allow property owners, businesses, and regulators the ability to find pre-approved regulatory pathways to locate their businesses.



KEY RECOMMENDATIONS

- Develop zoning that supports the city's target sectors by allowing emerging and evolving uses by-right

1.5.3 Leverage the Newark Liberty Airport and Penn Station as marketing spots and pop-up locations for local businesses and neighborhoods.

More than 45 million passengers fly through Newark Liberty Airport each year (*EWI Redevelopment*). An additional 7 million passengers move through Penn Station. These represent substantial numbers of a captive audience which provide an important marketing and selling opportunity for Newark based locations and businesses. In order to promote Newark's distinct neighborhoods and districts, the city should work with Newark Liberty International Airport and Newark's Penn Station to develop a campaign to market the city's neighborhoods and local businesses, as well as consider areas within the airport that could be "branded" as a local district.



KEY RECOMMENDATIONS

- Work with Newark Liberty International Airport and Newark's Penn Station to develop a campaign to market the city's neighborhoods
- Dedicate spaces for locally-owned businesses within the airport to raise awareness of and excitement for Newark entrepreneurs, and promote public support for buy-local or locally-owned small business campaigns

NEWARK CELEBRATION

A \$50 million dollar project led by Gensler architecture studio has helped revitalize the Newark Penn Station Area. It will include new businesses that will have their first footholds in Newark as well as additional locations of beloved Newark businesses to highlight the local culture. The project brought much needed dining options for the area as well as a public amenity. There is no direct connection from the station to “The Junction” where the restaurants will be, to start bringing commuters out into the streets of Newark.



^ Rendering for Gateway Center Revamp in Newark

1.5.4 Encourage and catalyze conversion of the Sea Port and Industrial Districts to greener operations.

Efforts to increase sustainability in the city's industrial areas starts with flood mitigation, which would also limit the risk of pollution during flood events. Port traffic also brings harmful air quality impacts to Newarkers, especially residents of the nearby Ironbound neighborhood. The city will need to regulate, manage, and incentivize land uses that reduce dependence on fossil fuels and redirect mobile pollution sources such as diesel trucks and cargo trains wherever possible.

1.5.5 Increase green economic opportunities for businesses including the green business challenge, energy efficiency, fleet deployment and green infrastructure.

Commercial buildings and activities, including commuters and logistics, are the largest contributor to the city's greenhouse gas inventory making up over 75% of emissions. For the city and the state to meet their reduction goals, all stakeholders will need to examine and reduce their emissions. Added coordination between commercial building operators and users provides an opportunity for creating tighter business communities and strengthening supply chains, as businesses can more easily rely on local suppliers. As climate change and other local and global disruptions occur, communities that can rely on local or regional businesses to meet their needs will be more resilient.



Much of the East Ward's industrial land has potential for greening initiatives

image: City of Newark

1.6

Support and encourage locally-grown businesses across all sectors.

Small businesses are the economic engines of neighborhoods. The moment is now to leverage the funding and attention to grow black, brown and immigrant businesses to activate the city's corridors by allowing for an expansion of Newark's community commercial zones and to support home based business in our neighborhoods.

*Master Plan Highlight

1.6.1 Implement a startup micro capital fund aimed at neighborhood businesses.

The city should tap American Rescue Plan Act of 2021 (ARP) dollars to implement a micro capital fund that mirrors the Main Street Micro Business Loan program administered by New Jersey Economic Development Agency. These loans provide up to \$50,000 for working capital expenses for each eligible small business with ten or fewer employees and no greater than \$1.5 million in annual revenues.

1.6.2 Provide ongoing organizational support for small businesses beyond launch of business, commercial corridor managers, and networking resources.

Invest Newark can provide annual funding for corridor managers to be hosted by eligible local community organizations. Corridor managers' roles and responsibilities include business attraction/retention, assisting existing business owners navigate available loans/grants, and quality of life issues that pose as barriers to robust economic activity in Newark's corridors.



KEY RECOMMENDATIONS

- Implement a micro capital fund that mirrors the Main Street Micro Business Loan program



image: Cesar Melgar

^ Bergen Street small business owner



KEY RECOMMENDATIONS

- Provide annual funding for corridor managers



image: City of Newark

^ Black Swan Espresso on Halsey Street

We should have incentives for businesses and mixed use building owners to occupy vacant storefronts.

-Participant at Central Ward Community Workshop
(May 2022)

1.6.3 Build capacity of Newark's Business Improvement Districts (BIDs) and Special Improvement Districts (SIDs) to support small businesses and commercial corridors.

Newark has six BIDs and SIDs across the city (Downtown, Ironbound, Mt Prospect, South Ward, Partnership West, Bloomfield Ave / Lower Broad). They differ in their capacity and resources because of the varied levels of development in different parts of the city. Several are also relatively new with only five to seven years of existence. Invest Newark, the primary economic development catalyst for Newark, meets monthly with these organizations to coordinate discussions and share information across districts.



KEY RECOMMENDATIONS

- Support the creation of District Strategic Action Plans that prioritize city investment for Corridors and Districts that do not have action plans or investment plans and support grant writing requests
- Create a competitive funding pool for District initiatives / and events
- Facilitate at least quarterly meetings with various organizations and entities across the city (Greater Newark Enterprise Corporation, the Rutgers Newark SBDC, Rutgers Center for Urban Entrepreneurship and Economic Development, and the Newark Community Economic Development Corporation) to develop networks and a support ecosystem for these districts and their businesses
- Create a shared resource bank to support the smaller, limited capacity districts with items such as event production, marketing, and technical expertise
- Develop a framework and development session on creating a community benefits agreement



image: Bloomberg Associates

^ Newark's commercial corridors are important hubs for small business and entrepreneurship

"We can create better employment opportunities by creating my small business with-in the community, and more city jobs"

-Website Feedback (Dec 2021)

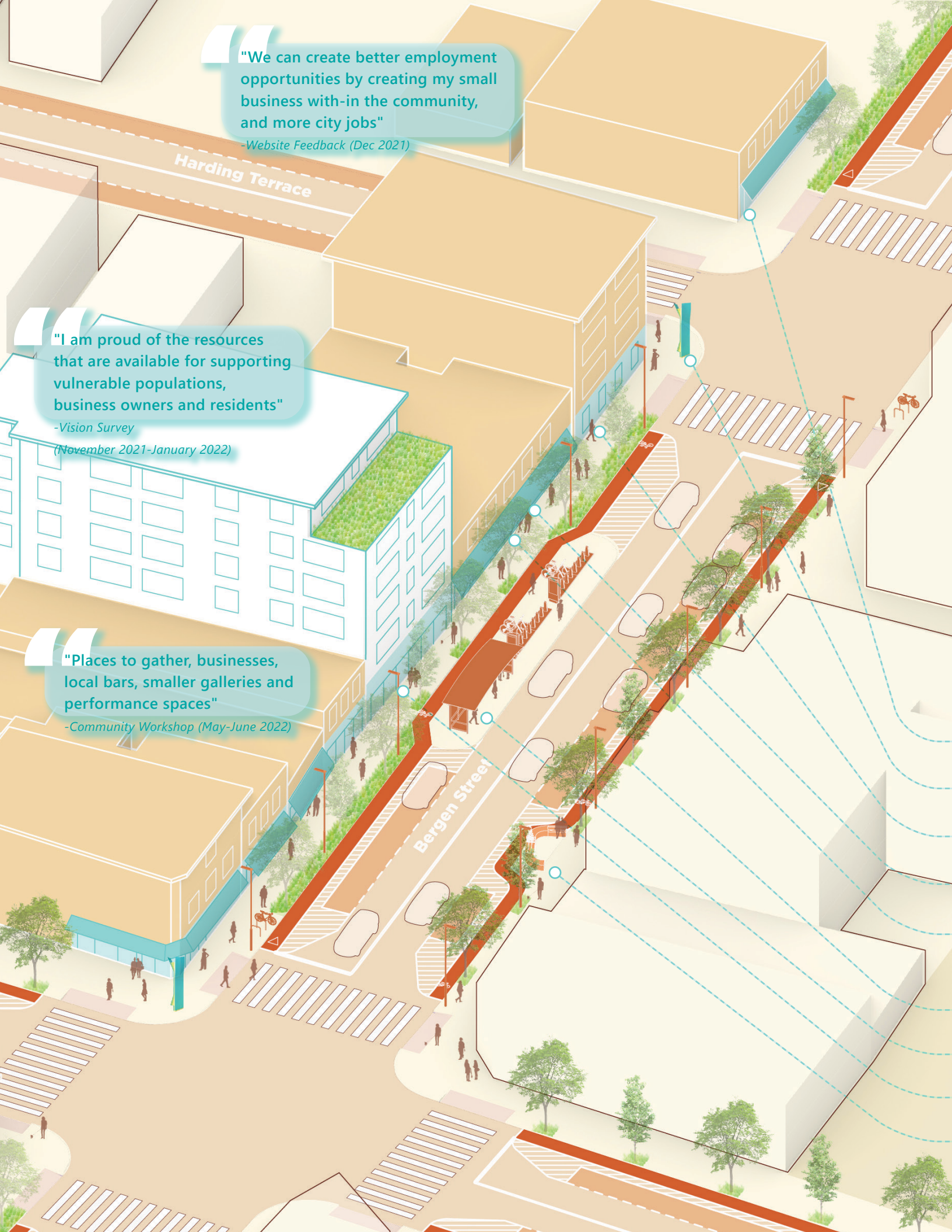
"I am proud of the resources that are available for supporting vulnerable populations, business owners and residents"

-Vision Survey

(November 2021-January 2022)

"Places to gather, businesses, local bars, smaller galleries and performance spaces"

-Community Workshop (May-June 2022)



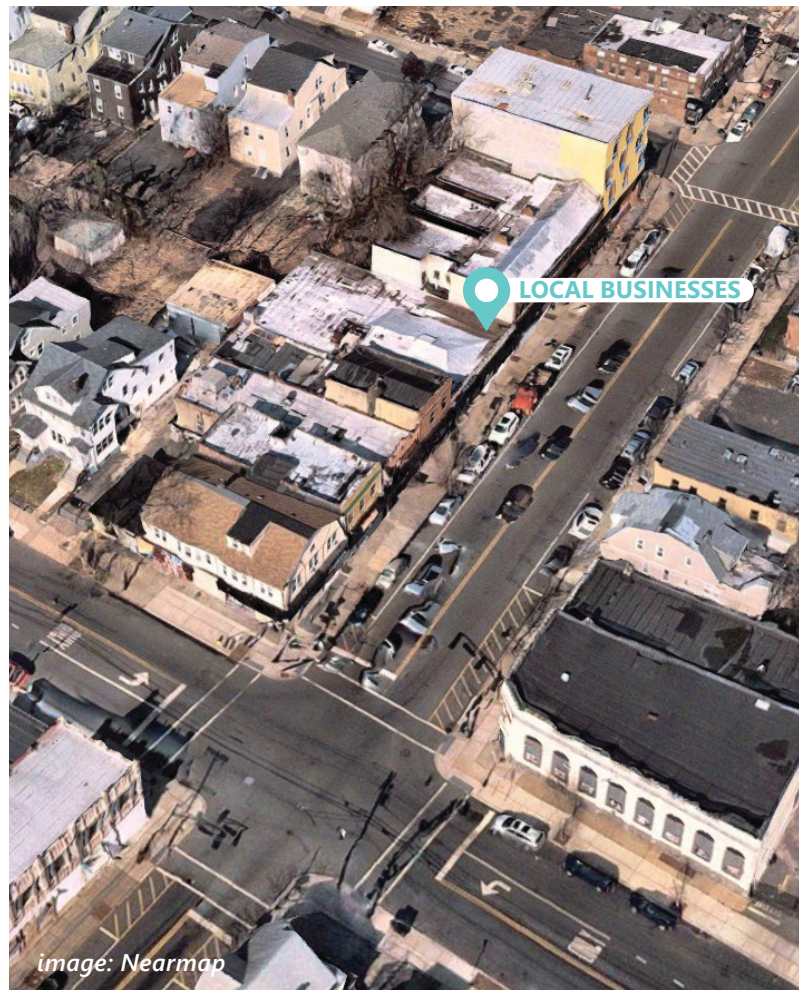
Bergen Street Reimagined

Bergen Street in the Weequahic neighborhood is a small-scale commercial corridor that is already an important backbone of its community, but could receive some streetscape and development investment in order to help Newark's small business scene flourish.

Existing storefront spaces can accommodate pop-up businesses; facade improvements and signage spruce up the street presence; and a district-wide signage and art campaign can invite in neighbors to their local businesses.

Other improvements include ideas about complete & green streets, mobility improvements, street parklets, infill Accessory Dwelling Units to build density within an sensitive historic district, and sustainability measures in new infill development.

**Bergen Street RD promotes these recommendations and the plan should be more actively advanced*



^ FIGURE 70 **Bergen Street today**

CREATIVE JOB SUPPORT

GATEWAY SIGNAGE

SMALL BUSINESS SUPPORT

STOREFRONT IMPROVEMENTS

ENTREPRENEURSHIP SUPPORT

BIKE & PEDESTRIAN ACCESS

MOBILITY HUB

INFILL MIXED USE

COMMUNITY GATHERING SPACES

Bergen Street brings together many of the South Ward's community assets. More businesses, trash cans, public spaces, and general investment would go a long way.

-Website Feedback (Dec 2021)

NATIONAL CASE STUDY



^ PROVA! pop-up beer & food garden in Brockton, MA

PROVA!

Since food is a target growth industry in Newark, a pop-up culinary space could support emerging food entrepreneurs and simultaneously repurpose a vacant lot or parking lot along one of Newark's commercial corridors. PROVA! Is a pop-up beer garden & kitchen on a in Brockton, MA that invites entrepreneurs to use their space to test out potential food-related businesses (Prova means "proof" in Creole). This proof of concept can then lead to businesses launching into permanent bricks-and-mortar spaces. The pop-up garden also features local musicians, artists, and craftspeople, generating excitement around each new featured entrepreneur and repurposing an existing vacant lot along the town's Main Street. The program was launched with crowdsourced funds matched with funding from MassDevelopment.

Source. PROVA! Brockton Facebook page



1.6.4 Promote Newark's maker economy with grant funding, workshops, and the reuse of public spaces and vacant storefronts.

Steps are already being taken to bolster the creative sector including the Newark Library makerspace and entrepreneurship reference center MADE@NPL. This program includes a speaker series that educates aspiring makers with grant funded resources. The model represents a significant opportunity for Newarkers to develop products that can turn into businesses. As evidenced by Kickstarter and Etsy there is significant demand in Newark. Additionally Express Newark provides a Third Space for exhibitions, artist residences, skill development and community conversations. Rutgers Newark (with support from CUEED) has an Etsy Craft Entrepreneur Workshop. Consideration should be given to creating satellites in the neighborhoods that can provide additional access through proximity.

1.6.5 Nurture businesses that serve residents in every ward outside of traditional 9-5 hours daytime work hours.

A necessary first step in expanding access to all wards is to update and revise city code, which regulates hours of operations of restaurants, retail sales, and service establishments to at a minimum expanded hours of operations for all six special districts in the city. Presently three districts (Downtown, Ironbound, and Mt Prospect) are exempt from this limitation.



KEY RECOMMENDATIONS

- Expand and grow small maker businesses with training and shared spaces
- Revise city codes to all evening hours of operations in all six special districts



image: Bloomberg Associates

Source of Knowledge bookstore

1.7

Build Community Wealth for all Newarkers.

For Newarkers to build generational wealth, we have to think outside the box. Conventional routes such as home-ownership and fostering of small businesses will be challenging in the context of low-wage, high-poverty, and constant barriers and challenges (i.e., pandemic, flooding, economic downturn, predatory investors, etc.) facing families. In addition, stronger support for vulnerable Newarkers striving for homeownership opportunities is needed.

*Master Plan Highlight

1.7.1 Utilize the Land Bank to promote local non-institutional ownership of commercial property and increase homeownership.

Continue to work with Invest Newark on developing specific plans and pathways to execute publicly-beneficial projects using Land Bank properties through the Community Partner policy. The city and Newark Land Bank should also continue to work

with the Essex County Community Land Trust and the Community Asset Preservation Corporation to redevelop vacant and abandoned properties throughout Newark. In addition, the Land Bank should explore and implement different models of ownership and land transfer that promote property ownership and reduce barriers, such as land trusts, housing co-ops, and rent-to-own approaches.



Not enough Newark residents own a piece of the community they live in.

-Participant at South Ward Community Workshop (May 2022)

< **FIGURE 71 Vacancy in the city of Newark**

Source. Reinvestment Fund, City of Newark

Legend

- Vacant Parcel
- Parcel with Vacant Building

1.7.2 Expedite transfer of city owned vacant lots to the Newark Land Bank to preserve affordability and create Community Land Trusts (CLT) and Limited Equity Cooperatives (LEC) to build long-term wealth and equity for Newarkers.

The Newark Land Bank strategically acquires, maintains, and repurposes vacant, abandoned, and foreclosed properties, and efficiently returns them to productive use. Specifically, the Newark Land Bank was created to boost homeownership, reduce blight, create affordable and market rate housing, increase participation of minority, women, and disadvantaged (M/W/DBE) developer or subcontractor capacity, expand neighborhood business opportunities, increase property values, support community goals and priorities of the city, and improve the quality of life for Newark residents. To overcome access to capital barriers for Newark households, Invest Newark should set up a citywide Community Land Trust and/or Limited Equity Cooperative to provide Newarkers a low-threshold opportunity to invest in their city.



KEY RECOMMENDATIONS

- Work with Invest Newark on developing specific plans and pathways to execute publicly-beneficial projects using Land Bank properties

Newark Land Bank

The Newark Land Bank possesses unparalleled potential to transfer wealth to Newarkers.

The Newark Land Bank empowers the City of Newark to disrupt the cycle of speculative activity and prolonged vacancy. A Land Bank adopts a proactive role in the assemblage and sale of vacant publicly-owned property, informs the type of development that unfolds in Newark, and holds developers accountable to a coordinated strategy for equitable growth and change.

Based on a 2020 study by Invest Newark, the City of Newark currently owns and maintains more than 1,875 vacant properties citywide. Most of these properties are in the South (37%), West (28%), and Central (25%) Wards. Taken together, City-owned vacant property amounts to almost 400 acres of underutilized land, which is 41% of the total estimated vacant property in Newark. In addition to City-owned vacant property, Newark has a significant number of privately-owned vacant properties. The city's Abandoned Property Register currently lists nearly 950 abandoned residential properties.

An analysis completed in September 2019 by the City of Newark Office of Planning and Zoning estimates that the universe of privately-owned vacant properties citywide comprises approximately 2,725 properties, or 59% of the total estimated number of vacant properties in Newark. 1,950 of these privately-owned vacant properties (72%) are vacant lots; another 775 properties (28%) host vacant structures. As with the inventory of publicly-owned vacant property, the vacant properties in private ownership are concentrated in the South (32%), West (23%), and Central (17%) Wards, though there are also a significant number of properties in the East (18%) and North (9%) Wards too.

Taken together, Newark has over 4,600 vacant properties, covering over 910 acres.



Key Pillar Actions:

- Promote local hiring for small and medium businesses, and hire employees from underrepresented backgrounds
- Add bus routes that come every 15 minutes or less and connect to decentralized mobility hubs, providing opportunities for Newarkers to connect to neighborhoods
- Strategically implement bus lanes, transit priority at intersections, and other proven Bus-Rapid Transit (BRT) strategies to improve service to major employment hubs throughout Newark
- Develop Newark's Homelessness 5 -Year Strategic Plan
- Allow for single Room Occupancy units, intermediate/ transitional housing, supportive housing, as well as creative housing solutions such as tiny homes
- Institute a citywide policy of a minimum 10% ADA units for all new development receiving public funding
- Provide new and rehabbed housing units for elderly Newarkers
- Build capacity within youth-centric organizations such as NYOSCC by leveraging relationships with Newark employers
- Address the digital divide among Newark youth through partnerships
- Implement a STARS-based career growth program
- Create a Reinvestment Pool through Newark Alliance
- Initiate an Area in Need of Redevelopment study in the Dayton Neighborhood for the redevelopment of Airport City
- Create the structure of the Cluster plan
- Promote business development and creation which creates wealth building opportunities for Newarkers
- Launch sector initiatives to attract and grow good jobs and expand the programming of WorkNewark
- Create a special business district in the Doremus Port Industrial area
- Support the arts and cultural industry beyond funding programs and venues

- Enhance visitor experience through safety and improvements to public spaces
- Develop zoning that supports the city's target sectors by allowing emerging and evolving uses by-right
- Work with Newark Liberty International Airport and Newark's Penn Station to develop a campaign to market the city's neighborhoods
- Dedicate spaces for locally-owned businesses within the airport to raise awareness of and excitement for Newark entrepreneurs, and promote public support for buy-local or locally-owned small business campaigns
- Implement a micro capital fund that mirrors the Main Street Micro Business Loan program
- Provide annual funding for corridor managers
- Support the creation of District Strategic Action Plans that prioritize city investment for Corridors and Districts that do not have action plans or investment plans and support grant writing requests
- Create a competitive funding pool for District initiatives and events
- Facilitate at least quarterly meetings with various organizations and entities across the city (Greater Newark Enterprise Corporation, the Rutgers Newark SBDC, Rutgers Center for Urban Entrepreneurship and Economic Development, and the Newark Community Economic Development Corporation) to develop networks and a support ecosystem for these districts and their businesses
- Create a shared resource bank to support the smaller, limited capacity districts with items such as event production, marketing, and technical expertise
- Develop a framework and development session on creating a community benefits agreement
- Expand and grow small maker businesses with training and shared spaces
- Revise city codes to all evening hours of operations in all six special districts
- Work with Invest Newark on developing specific plans and pathways to execute publicly-beneficial projects using Land Bank properties



image: City of Newark



Newark is a City of Culture

Newark is a city of culture where our individual history, faith, and stories are central to our collective identity, our economy, and our neighborhoods.

Goals

- 1 Support Newark's diverse and vibrant arts and culture scene.
- 2 Bring new vibrancy to our existing historic buildings and public spaces.
- 3 Support Newark's artists and makers.



Policy recommendation with land use implications - see Appendix I



Policy recommendation to advance social and/or environmental justice

2.1

Support Newark's diverse and vibrant arts and culture scene.

Newark is and always has been the cultural heart of New Jersey. Culture is intrinsic in Newark's artistic community, ethnic enclaves, music scene, festivals, historic districts, and lore. Arts, culture, and creativity are components of Newark's new economy, and continue to make Newark attractive to new residents and visitors. This culture must be protected as Newark grows in the next decade.

NEWARK CELEBRATION

Creative catalyst fund

The Creative Catalyst Fund (CCF) was designed to support long-term sustainability and assist Newark-based artists and small to mid-sized arts and cultural organizations impacted by COVID-19. Since its inception in 2020, the fund has distributed \$750,000 in grant funds to 120 artists and arts organizations that suffered monetary loss due to pandemic-related closures, lost income and canceled events. These flexible grants allowed artists and arts organizations to regain their footing and continue their work at a time when artists were especially vulnerable. The multi-year initiative plans on providing up to \$1 million annually for at least three years to the local art economy.



2.1.1 Provide economic support for the arts in Newark through funding and investment in physical improvements.

Newark should prioritize investment in an arts ecosystem to elevate new perspectives, encourage diversity and equity, and make neighborhoods more inclusive and vibrant. Existing programs such as the Newark Creative Catalyst Fund, run by the city's division of Arts and Cultural Affairs, provide grants to artists and non-profit arts organizations, but funding is limited. In order to ensure long-term viability, the city should consider adopting an art tax program (see Jersey City's program) to provide support and sustainable funding. One way to implement this would be to offer a density bonus as an incentive for providing funds to the NCCF.

In addition, Newark's "Art Space Leasing Initiative" (which leases vacant, city-owned properties to artists) should be expanded to include vacant spaces in commercial buildings where owners are willing to give artists cost-effective, short-term leases. Both property owners and artists will benefit from occupying and activating the spaces and creating tourism and foot traffic to their buildings.



KEY RECOMMENDATIONS

- Expand Newark's "Art Space Leasing Initiative", which was created to lease vacant, city-owned properties to artists to include vacant spaces in commercial buildings where owners are willing to give artists cost-effective, short-term leases for pop-up spaces

NATIONAL CASE STUDY



image: Hudson Reporter

^ Jersey City artists supported by taxpayer funding

Jersey City's Art Tax

Long term and sustainable funding will be achieved by the implementation of a municipal arts tax such as exists in Jersey City, where a one-quarter of a penny tax per \$100 dollars of assessed value for every home provides a guaranteed minimum of \$1 million dollars per year to support the arts. The Jersey City Arts and Culture Trust Fund was approved by the citizens of Jersey City in 2020. In 2022, Jersey City was able to distribute \$900,000.00 to 89 artists and art organizations with grants up to \$25,000.00. This arts tax will form a permanent foundation for a pooled resources fund that will attract grants from local philanthropies.

Source: Jersey City Office of Cultural Affairs



image: City of Newark

**In a Fall 2021 poll,
“Diversity of People and
Cultures” was rated the
TOP strength of Newark**

-Newark360 Website (December 2021)

*Master Plan Highlight

2.1.2 Support the vision of the Newark Arts and Education Arts District.

The mission of Newark's new Arts and Education District will be to bring together and support the many downtown arts and educational institutions, galleries, parks, public art, and restaurants that contribute to the city's cultural legacy and support for inclusive economic development. Major institutions in the Arts and Education District currently include the Newark Museum of Art, the New Jersey Performing Arts Center, Newark Symphony Hall, Rutgers-Newark, New Jersey Institute of Technology, Prudential Arena, Seton Hall Law, Newark School of the Arts, and Mulberry Commons.



KEY RECOMMENDATIONS

- Amend the zoning code within this district to remove any barriers to district activities and support and encourage land uses that fit within Newark's vision for arts and educational supporting activities

2.1.3 Create a cohesive branding and identity strategy including public realm master plan for districts and cultural corridors.

Using the Arts and Education District as a pilot (2.1.2), the city should consider a municipal ordinance that will allow the creation of additional cultural districts and corridors throughout Newark. A cultural district is defined as a specific area in Newark with a density of cultural facilities, activities, and assets within a walkable, compact area. It is easy for visitors and residents to recognize and is a hub of cultural, artistic, and economic activity.

Similar to the historic preservation ordinance, the cultural district application process should be managed by the Newark Division of Arts and Cultural Affairs, through a partnership with a local non-profit organization. Consideration for a comprehensive wayfinding signage system, pedestrian-oriented maps, parking signs and interpretive panels will be part of the designation process. Information about cultural districts should be included in the electronic kiosks found throughout downtown Newark.



KEY RECOMMENDATIONS

- Create cohesive branding and identity
- Create a public realm master plan

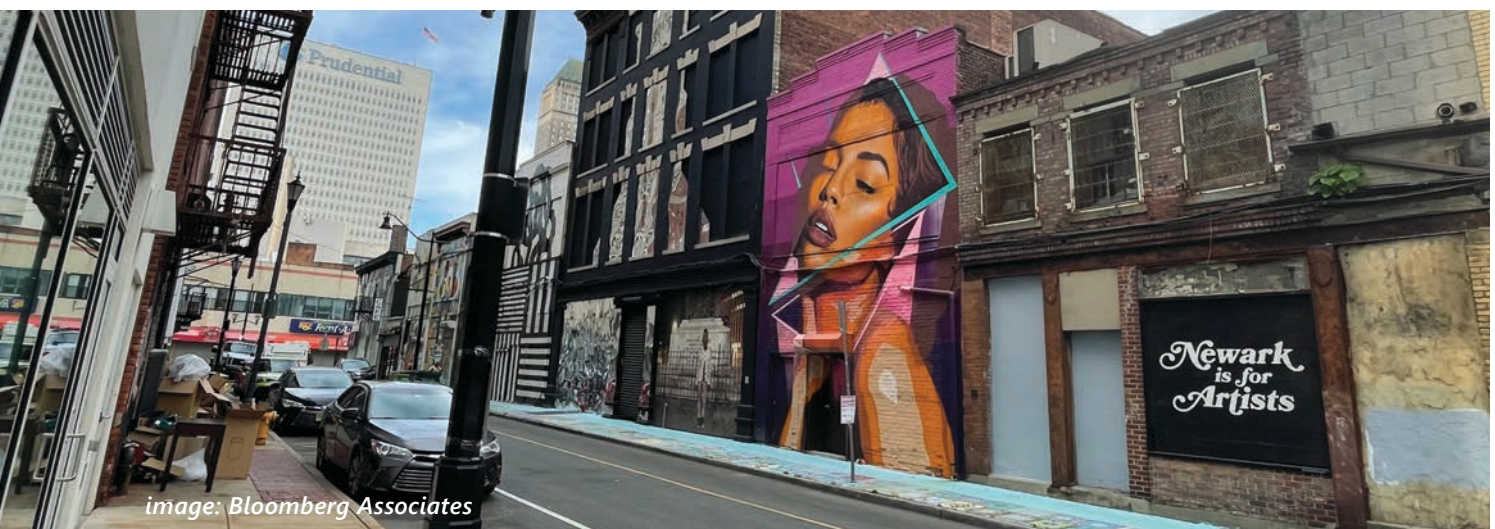


image: Bloomberg Associates

^ Treat Place, an arts-based streetscape



Legend

- Existing Historic Districts
 - Listed Historic Property
 - National Historic Landmark
 - Proposed Historic District
 - Arts & Education District
1. Branch Brook Park
 2. Forest Hill
 3. James Street Commons
 4. Military Park Commons (National Register)
 5. Morris Canal
 6. Four Corners
 7. Lincoln Park
 8. Weequahic Park
 9. Broadway
 10. Watts Campbell
 11. Grand Street/8th Ave
 12. Vailsburg
 13. Clinton Hill
 14. Dayton Street
 15. Ironbound

FIGURE 72 Newark Historic & Cultural Resources

Source: City of Newark, NJ

Existing historic districts and landmarks throughout the city are complemented with proposed additional districts to help preserve important neighborhood character. The Arts and Education District (enacted 2022) comprises much of Downtown and its historic landmarks and districts.



*Master Plan Highlight

2.1.4 Support and expand Newark's historic districts.

Historic district protections help achieve quality and sustainability through building reuse. Often the quality of housing and long-term investment protection, as well as range of housing typologies make these districts attractive to residents. Renovating existing housing units combats blight and contributes to healthy communities. Reusing older and historic housing units can add significantly to housing inventory, reduce costs, and limit wasted resources.

A comprehensive, city-wide survey of architectural and cultural assets, sponsored by the Historic Preservation Commission, is needed to determine where new historic districts should be created or expanded.

In addition, comprehensive design guidelines for historic properties and districts are needed to assist building owners in their goals of rehabilitation and maintenance of their properties.

2.1.5 Update the zoning code to allow and encourage Newark to be a 24/7 city for arts and entertainment.

Newark was once famous for its nightlife with Broadway houses trying out new shows in Newark, and vaudeville houses, theaters and jazz clubs that stayed open all night. Nightlife was essential to Newark's cultural identity and economic growth and can be again.

The city should create a Newark Office of Nightlife (NON) to manage the zoning and other code changes necessary to establish 24-hour entertainment districts and oversee licensing and the organization. The NON will work with Newark's Planning Department to introduce 24-hour entertainment districts in specified areas where residential and entertainment venues already exist (e.g., around the New Jersey Performing Arts Center). A limited pilot program should be tested so that late-night activity could go on without complaint or other conflicts.



KEY RECOMMENDATIONS

- Complete a comprehensive, city-wide survey of all historic building assets sponsored by the Historic Preservation Commission



KEY RECOMMENDATIONS

- Create a Newark Office of Nightlife (NON) to manage the zoning and code changes necessary to establish 24-hour entertainment districts and oversee licensing and the organization



James Street Commons Historic District retains handsome historic housing in close proximity to Downtown

The amount of different cultures and people I can connect with is really amazing here.

-Website Feedback (December 2021)



image: Newark After Dark

^ Newark's vibrant nightlife



image: courtesy of Studio Cooke John

^ Memorial design for Harriet Tubman Square (formerly known as Washington Park)

NATIONAL CASE STUDY



^ "Graffiti Alley" in Baltimore's Station North

Arts Districts

Boston's Latin Quarter, a cultural district that seeks to preserve the Afro-Latin culture and heritage of the area, is successful at creating a diverse, vibrant Latin Quarter and building a just and equitable Boston. **Baltimore's Station North Arts and Entertainment District** encompasses several neighborhoods and includes artist live-work spaces, galleries, rowhomes, businesses, and universities. Activities include quality public art projects, thought-provoking programming, and strong supportive relationships with local artists, residents, businesses, and institutions. The momentum spurred by cultural district activity has attracted public and private investment that has revitalized public spaces, redeveloped historic buildings, and attracted students, young professionals, and families. **Chicago's Wabash Arts Corridor** is a living urban arts campus in the heart of the South Loop neighborhood. Originally sponsored by Columbia College, it has grown to be one of the most expansive and accessible public arts programs in the country, combining visual, performing and media arts into daily life with a focus on diversity, equity, and inclusion. All cultural districts are funded by their municipalities, local arts foundations, local business sponsorships / crowd-funding campaigns.

"Newark is historic and future-facing. The average resident is wildly creative. The support for the arts and vibrant mix of cultures keeps me here!"

-Website Feedback (June 2022)

"Our culture is comprised of rich stories that amalgamate to make us who we are. I treasure this"

-Website Feedback (Dec 2021)

"Plant trees along streets, and replace the streets and sidewalks with permeable pavement to reduce flooding"

-Community Workshop
(May-June 2022)



Broad Street Reimagined:

Broad Street is the north/south backbone of Newark, and as such is rich with important historic and cultural assets like Symphony Hall and Lincoln Park. Because of its importance as a thoroughfare, though, the streetscape is wide and heavily trafficked, easily overlooked as a cultural spine.

Infilling vacant lots or surface parking with affordable live/work units can keep artists and other cultural producers close to these cultural hubs and help to generate arts-based economic activity.

Additionally, public arts like murals, crosswalks, and creative branding can call attention to the richness and vitality of Newark's artists and makers, while nearby parks become complementary gathering spaces for events and festivals.

LIVE/WORK HOUSING

DISTINCTIVE IDENTITY

SUPPORT PUBLIC ARTS

BRANDING STRATEGY

SUPPORT CULTURAL EVENTS

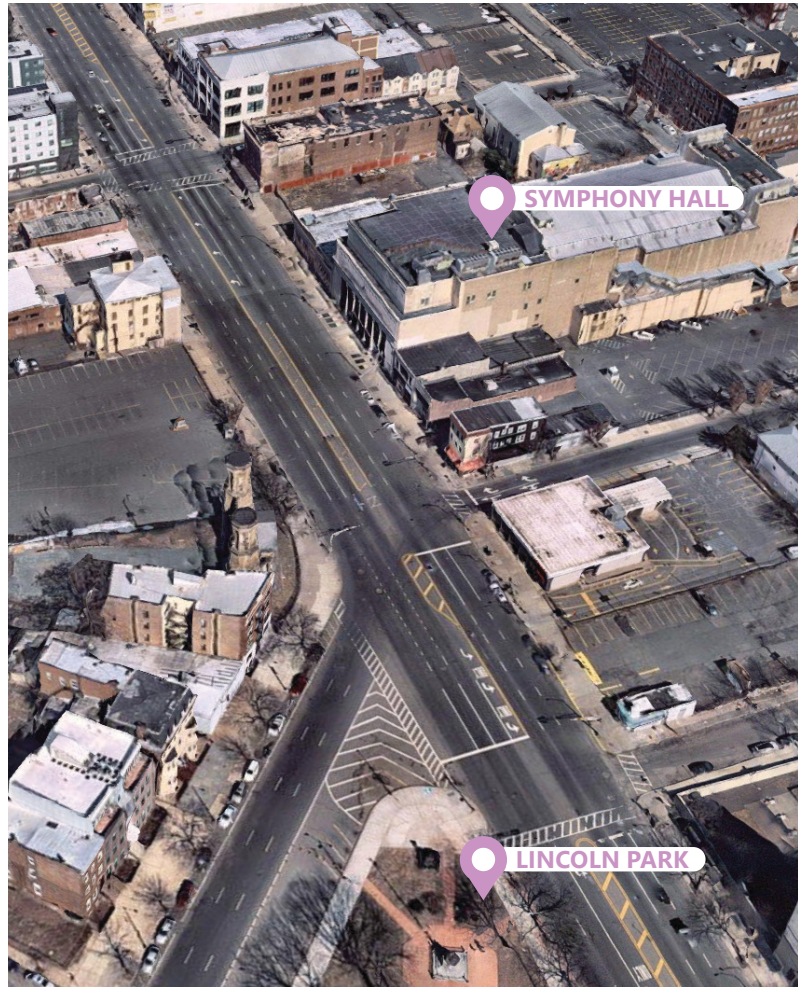
COMPLETE STREETS

STORMWATER INFRASTRUCTURE

TRAFFIC-CALMING STRATEGIES

BUS-ONLY LANE

MOBILITY HUB



^ FIGURE 73 **Broad Street today**

Source. Nearmap

What makes me the most proud to be from Newark is being around talented people daily. Newark is filled with creatives.

-Vision Survey (November 2021-January 2022)

2.2

Bring new vibrancy to our existing historic buildings and public spaces.

As the third oldest city in the nation, Newark's streets and buildings are imbued with history and character. New policies and programs must ensure the city's vibrancy remains as it grows over the next decade.

NEWARK CELEBRATION

Adaptive Reuse



image: Bloomberg Associates

^ The Krueger-Scott Mansion

In recent years, the City of Newark has been the site of many beautiful adaptive reuse projects, giving older, neglected and often historic buildings new life for current and future Newark residents. Notable projects include the Hahne and Co building, a once flagship department store restored into a vibrant mixed-use development in the heart of Newark and the Krueger-Scott Mansion, a grand home with a dignified history that is being transformed into a live/work space to support the expansive creative community in Newark. The City of Newark and State of NJ has supported adaptive reuse projects using grants, financing and tax abatements to encourage developers and accelerate positive change.



2.2.1 Remove policy and regulatory barriers to allow for and encourage more adaptive reuse.

Adaptive reuse (the process of reusing an existing buildings for a new purpose than what was originally intended) offers a myriad of environmental, cultural, and economic opportunity and benefits.

This will require the removal of the hardship clause from the Historic Preservation ordinance and approval of the revised ordinance from the State Historic Preservation Office.

In order to be effective, the Landmarks and Historic Preservation Commission will require a funded budget, a historic preservation officer, and dedicated staf. New Historic District guidelines will allow district homeowners to see what the requirements are of living in a historic district and how best to restore their homes.



KEY RECOMMENDATIONS

- Allow the city to become a Certified Local Government (CLG)
- Fund The City of Newark Landmarks and Historic Preservation Commission with a budget, a historic preservation officer, and dedicated staff
- Add all properties listed on the New Jersey State and National Register of Historic Places to the City of Newark landmarks list, providing official status as local landmarks

2.2.2 Create a historic preservation revolving fund by using application and mitigation fees.

The City of Newark should explore creation of a revolving fund to be used for historic preservation purposes. Currently, the Historic Preservation Commission application charges a standard fee for review. In the case of demolition of historic properties, the city should charge adequate mitigation fees for off-site preservation. A review of the fee schedule is needed to adjust it to reflect the type, size, and significance of the property. Residential buildings should be charged less than commercial buildings, and accessory buildings would be charged even less. The goal is to incentivize preservation, but when not possible, allow the mitigation fees to be used elsewhere in Newark for preservation purposes. Fees are scaled and tied to the cost of local construction and based on square footage with a pre-established cap, depending on the type of building.



KEY RECOMMENDATIONS

- Create revolving fund to be used for historic preservation purposes
- Establish a permanent funding stream for the Creative Catalyst Fund within the City budget and establish processes for department coordination for public art installation

NATIONAL CASE STUDY



^ Providence home repaired with funds from the PRF

Providence Revolving Fund

A very successful revolving fund, and the oldest in the United States, is the Providence Revolving Fund (PRF), Rhode Island's only homegrown non-profit lender focusing on housing, historic preservation and equitable neighborhood revitalization. The PRF provides investment to neighborhoods where the plurality of the residents are People of Color or low income, and where the building stock is historic or at least 50 years in age. Revolving loans are provided for exterior home renovation, commercial lending for preservation projects that prioritize mixed-income projects, and micro-business lending.

Source. Providence Revolving Fund



Policy Pivot

The installation of public art is complex as it requires the coordination of many departments. Smoothing and streamlining the permitting process, while establishing clear steps to work with key departments would allow art and installations in public spaces and rights of way to happen more quickly and easily.

image: Lincoln Park Coast Cultural District



2.2.3 Activate and support public arts, murals, and monuments to enliven public spaces.

The Division of Arts and Cultural Affairs should partner with non-profit organizations to support quality public art in the form of visual, performing, and media arts that focuses on diversity, equity, and inclusion.

Potential funding sources include grants from local philanthropies, public funds, and development fees. With new funding sources, the division can disperse these funds for artists or art collectives that will create and enliven public spaces. Established art hubs such as Express Newark and 501 Clinton Avenue, among others, can become neighborhood headquarters for these art groups. Donated funds can be layered with funds collected from a municipal art tax to establish a revolving fund for public art. Potential interventions include: uniform wayfinding signs for arts locations, pedestrian-friendly maps on the electronic kiosks available in downtown, and interpretive panels.



KEY RECOMMENDATIONS

- Form a partnership between the Division of Arts and Cultural Affairs and non-profit organizations to support quality public art in the form of visual, performing, and media arts that focuses on diversity, equity, and inclusion
- Optimize and simplify the permitting and licensing processes for arts and entertainment venues and businesses, specifically for nightlife. Create guidelines and regulations that allow for new public art to be installed

2.2.4 Bring art into parks and recreation centers.

Our parks and recreation centers should be a high priority for the placement of public art. Art in parks communicates a sense of welcome, giving people the sense of being seen and represented. It can add visual interest, spark curiosity, and generate dialogue around issues. For example, the recreation center walls and paved areas make ideal canvases for murals. Park elements like lighting, fencing, seating, and other furnishings should incorporate public art. Sculpture, performance, and temporary installations can also be supported. Through partnership with arts organizations and community groups (2.2.3 above) the city will ensure that public art is incorporated as part of all future park improvements.



KEY RECOMMENDATIONS

- Partner with arts organizations and community groups to introduce art into parks
- Ensure that public art is incorporated as part of all future park improvements



Image: City of Newark

2.2.5 Support cultural events in parks and other public spaces.

Newark's parks and public spaces provide an ideal ground for cultural expression and social connection. This is especially true for parks and urban spaces in the core of the city, where people from all neighborhoods come together. Newark's success in bringing the community together at events in Riverfront Park serves as a model for events, small and large, at parks and public spaces throughout the city.

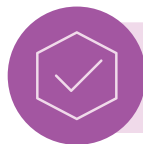


KEY RECOMMENDATIONS

- Retrofit key public spaces to be readily adaptable for events and programs with strategically located utility hookups that support food pods and temporary performance stages
- Streamline and lower the cost of event permitting, recognizing events as a core service
- Design new public spaces to accommodate Newark's growing pet population, while serving the needs of neighborhood residents

2.2.6 Administer a citywide marketing campaign for parks.

Newarkers want their parks to be better assets in their neighborhoods—places they can go to unwind, recharge, exercise, and socialize. In tandem with making physical improvements to parks and activating parks with events, the city should develop and administer a marketing campaign to increase awareness of the presence of and opportunities at parks. The campaign should be citywide, multi-lingual, and culturally competent, appealing to the diverse communities that make up our city.



KEY RECOMMENDATIONS

- Partner with arts and cultural organizations to sponsor, plan, and deliver events in parks
- Provide technical support for marketing and promotion, helping organizations design and an inclusive outreach approach that results in diverse participation



image: Newark First Fridays / GalleryRetail
Artist BumpPro

2.3

Support Newark's Artists and Makers.

Artists and makers define the culture of Newark's neighborhoods. We will enact policies to keep our artists and makers in our neighborhoods.



2.3.1 Create and maintain dedicated live/work housing for artists in arts districts.

The city should monitor and adapt its zoning and regulatory approaches based on the actual outcomes of the Krueger Scott Mansion Makerhoods concept as well as the Gant-Gilbert Arts Collective projects. Both projects go beyond conventional ideas of mixed use and represent hybrid approaches that allow for redevelopment while diversifying the uses that take place within the development. These projects incorporate mixed income housing, event/performance venues, retail, and workspaces that can be office or workshops. How these projects evolve in terms of their user mix, space demand and potential use conflicts can be instructive in designing the right hybrid approach going forward. Newark's vibrant artist community should be supported so that affordable housing and adjoining studio spaces are available in every ward.

What makes me most proud to be from Newark is the strong heritage and legacy of the arts, activism, and community togetherness.

-Website Feedback (December 2021)



image: Noah K. Murray, NJ Advance Media

^ Living room & dining area at the Gant-Gilbert Arts Collective



2.3.2 Target and preserve lower cost employment spaces/business incubator spaces to keep options for future entrepreneurs.

The city should create a dashboard to monitor commercial investment and rent increases along the commercial and industrial corridors. The investment tracking utilizes sales transactions and incorporates rehab and new construction building permit activity as well as supporting rent surveys conducted by the districts. Low-cost space is critical to the success of entrepreneurs and small businesses. Similarly, the city and its development partners, Invest Newark and Newark Community Economic Development Corporation, should work with the districts to purchase and control key locations in these corridors to shape the development outcomes and protect opportunities for smaller businesses. This will help to lessen impacts of economic gentrification that comes with successful commercial development.



KEY RECOMMENDATIONS

- Create a dashboard to monitor commercial investment and rent increases along the commercial and industrial corridors



image: Newark Social/Afro Beat Fest



image: Newark Social/Afro Beat Fest

^ Street Festival Craftspeople



Key Pillar Actions:

- Expand Newark's "Art Space Leasing Initiative", which was created to lease vacant, city-owned properties to artists to include vacant spaces in commercial buildings where owners are willing to give artists cost-effective, short-term leases for pop-up spaces
- Amend the zoning code within this district to remove any barriers to district activities and support and encourage land uses that fit within Newark's vision for arts and educational supporting activities
- Create cohesive branding and identity
- Create a public realm master plan
- Complete a comprehensive, city-wide survey of all historic building assets sponsored by the Historic Preservation Commission
- Create a Newark Office of Nightlife (NON) to manage the zoning and code changes necessary to establish 24-hour entertainment districts and oversee licensing and the organization
- Allow the city to become a Certified Local Government (CLG)
- Fund The City of Newark Landmarks and Historic Preservation Commission with a budget, a historic preservation officer, and dedicated staff
- Add all properties listed on the New Jersey State and National Register of Historic Places to the City of Newark landmarks list, providing official status as local landmarks
- Create revolving fund to be used for historic preservation purposes
- Establish a permanent funding stream for the Creative Catalyst Fund within the City budget and establish processes for department coordination for public art installation
- Form a partnership between the Division of Arts and Cultural Affairs and non-profit organizations to support quality public art in the form of visual, performing, and media arts that focuses on diversity, equity, and inclusion
- Optimize and simplify the permitting and licensing processes for arts and entertainment venues and businesses, specifically for nightlife. Create guidelines and regulations that allow for new public art to be installed
- Partner with arts organizations and community groups to introduce art into parks
- Ensure that public art is incorporated as part of all future park improvements
- Retrofit key public spaces to be readily adaptable for events and programs with strategically located utility hookups that support food pods and temporary performance stages
- Streamline and lower the cost of event permitting, recognizing events as a core service
- Design new public spaces to accommodate Newark's growing pet population, while serving the needs of neighborhood residents
- Partner with arts and cultural organizations to sponsor, plan, and deliver events in parks
- Provide technical support for marketing and promotion, helping organizations design and an inclusive outreach approach that results in diverse participation
- Create a dashboard to monitor commercial investment and rent increases along the commercial and industrial corridors



image: WRT



image: City of Newark



Newark is a City of Neighborhoods

Newark is a city of neighborhoods where each neighborhood is attractive and distinct in character, with high quality of life for existing residents to stay and new households to move in.

Goals

- 1 Enhance the accessibility, functionality, experience, and condition of Newark's existing parks.
- 2 Pursue opportunities to expand the park system and add usable green space to the city.
- 3 Connect Newark neighborhoods to each other and to job centers.
- 4 Invest in and expand our neighborhood corridors.
- 5 Ensure affordable housing at all income levels, calibrated to needs of each neighborhood.
- 6 Invest in neighborhood health, resilience, and preparedness for climate change impacts.



Policy recommendation with land use implications - see Appendix I



Policy recommendation to advance social and/or environmental justice

3.1

Enhance accessibility, functionality, experience, and condition of Newark's existing parks.

Newark is home to beautiful neighborhoods and regional parks. Our city should invest in existing parks by developing a system-wide master plan detailing park specific improvements and funding, improving access to these parks, and making them function better for all Newarkers.

3.1.1 Conduct a park system master plan that builds on the Newark360 Master Plan.

A park system master plan will allow the city to fully understand the current park system, residents' recreational needs and gaps in services, operations and maintenance considerations, and funding opportunities, and build a clear strategy for improvements over time.

Additional mapping of the park system as it relates to demographics, the distribution of specific recreation amenities, walksheds, and potential sites for enhancement and acquisition will provide the ability for the city to tailor park improvements and programs to the needs of Newarkers.



KEY RECOMMENDATIONS

- Complete additional mapping of the park system as it relates to demographics, the distribution of specific recreation amenities, walksheds, and potential sites for enhancement and acquisition
- Conduct park-by-park inventory and assessment that evaluates each park on specific criteria in the categories of access, physical condition, program mix and functionality, and comfort and safety
- Evaluate existing recreation programming and participation, and a survey of recreation offerings provided by other agencies
- Assess recreational needs based on demographics and trends and based on additional community engagement, ideally including a statistically-valid survey
- Assess current maintenance practices, and recommended maintenance standards
- Recommend program of improvements to existing parks and acquisition priorities for new parks (if any), including rough order-of-magnitude costs and phasing
- Conduct financial analysis that accounts for the total cost of ownership of parks, including development, maintenance, and lifecycle replacement
- Create a financing strategy



Newark Parks

- City of Newark Park
- Essex County Park
- Other
- Shared Use Path

^ FIGURE 74 **Newark's Parks**

Source: City of Newark

Newark has parks within its borders managed both by the City and by Essex County, requiring different strategies depending on jurisdiction. Parks larger than 3 acres are called out by name.

3.1.2 Improve pedestrian and bicycle access to parks.

Including the ten Essex County parks and park sites provided by others, Newark has some 57 parks and 857 acres of parkland. Still, many Newark residents are beyond a ½-mile walk of a park. Park access gaps are especially pronounced in large portions of the West, South, and North Wards. Along significant edges of Branch Brook and Weequahic parks, access is constrained by freeways, rail lines, and streets without safe crossings for pedestrians. Elsewhere, missing sidewalks and curb ramps, poor sidewalk condition, and the absence of safe bike routes make parks hard to reach for many Newarkers. The city should significantly broaden the benefits provided by the existing park system by improving pedestrian and bicycle access for surrounding residents.

A detailed analysis on walking and cycling access to and from parks will help to identify access barriers, both to city of Newark parks and to county parks; identify opportunities to remove these barriers, such as by creating pedestrian bridges over rail lines or improving sidewalk safety; and prioritize and define these capital improvement projects. Active transportation improvements may be well-suited to state and federal grants.



KEY RECOMMENDATIONS

- Complete a detailed walking/cycling access analysis to identify physical barriers in getting to and from parks

3.1.3 Make parks more accessible for Newarkers of all ages and abilities.

People arriving at Newark's parks may confront additional access challenges associated with parking, location of transit stops, curbs, steep slopes, paving, and play surfacing. As a priority implementation action, the city should conduct an accessibility audit of its Newark's parks to better understand the physical and visual barriers that can be reduced. Identified accessibility improvements should be planned in conjunction with other park updates identified through the master planning process. Enhancements will improve the park experience for people of all ages and abilities.



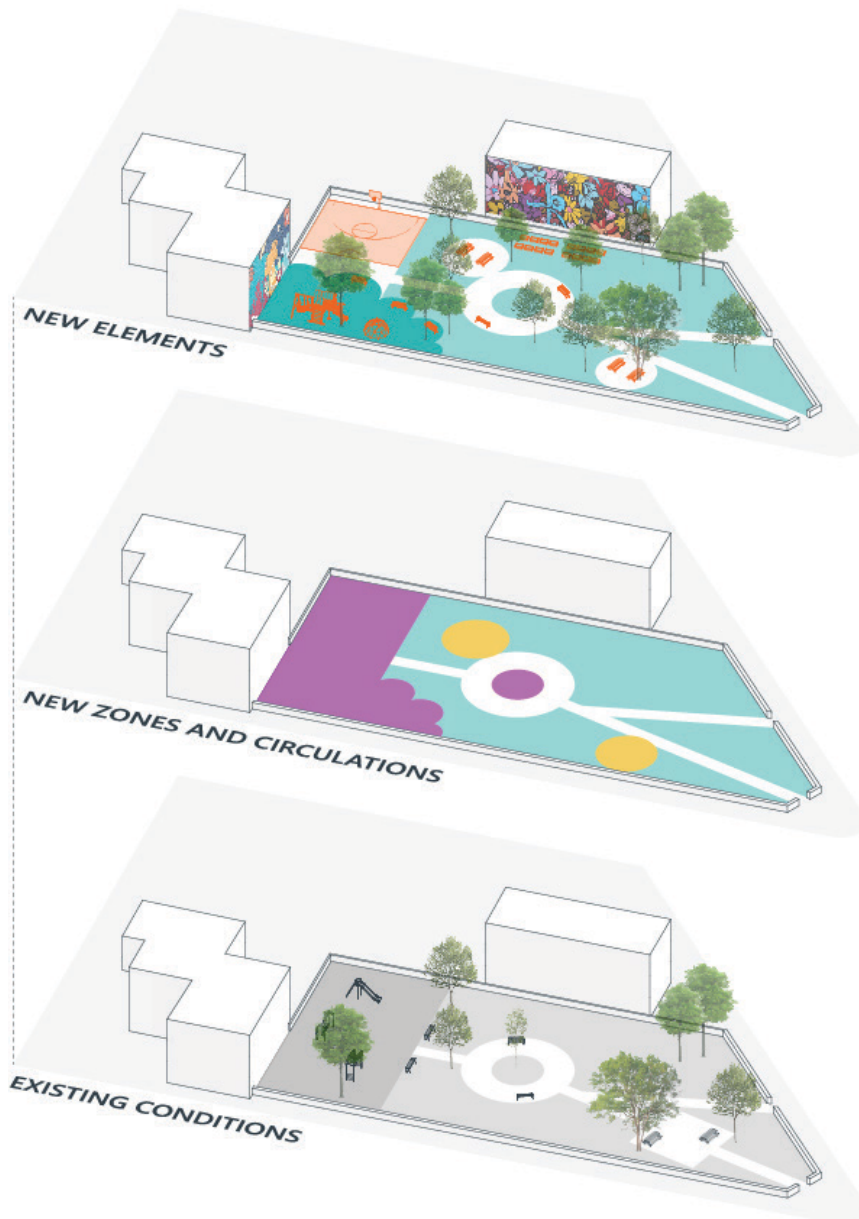
KEY RECOMMENDATIONS

- Conduct an accessibility audit of its Newark's parks to better understand the physical and visual barriers that can be reduced



image: Cesar Melgar

^ Branch Brook Park is a recreation destination for Newarkers



< **FIGURE 75 Hennessy Street Park: Proposed Improvements**

Newark has parks throughout the city, but many of them are lacking in active and passive recreational spaces that could make them truly welcoming.

Using Hennessy Street Park in the East Ward as an example, the drawing at left depicts the existing conditions of the park; the potential subdivision of new gathering zones and circulation spaces; and the additional recreational elements like trees, furniture, play equipment, recreational courts, community gardens, and public art that can make the existing park feel even more useful to the Ironbound community.

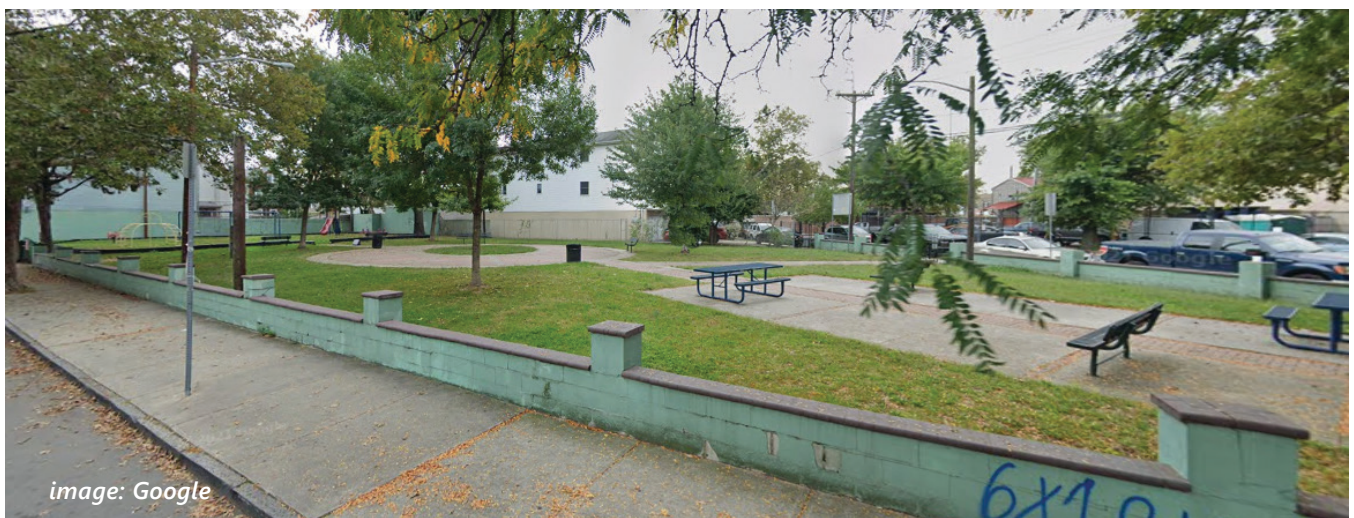


image: Google

^ Hennessy Street Park in the East Ward

3.1.4 Establish a park classification system, and a baseline of amenities by type.

Newark benefits from the presence of several large parks operated by Essex County. Still, the City's parks fill an important space in the City's recreational experience. The city should establish a classification system that defines park types, each of which is represented in Newark's system and supports a certain combination of functions or activities. For each park type, the City should further define a set of specific amenities that distinguish that experience. The City should also define common baseline amenities that may include signage, paths, trees, hardscape and planted areas, places to sit, and trash receptacles. This will create a consistency and improve satisfaction with parks across the park and open space system.



KEY RECOMMENDATIONS

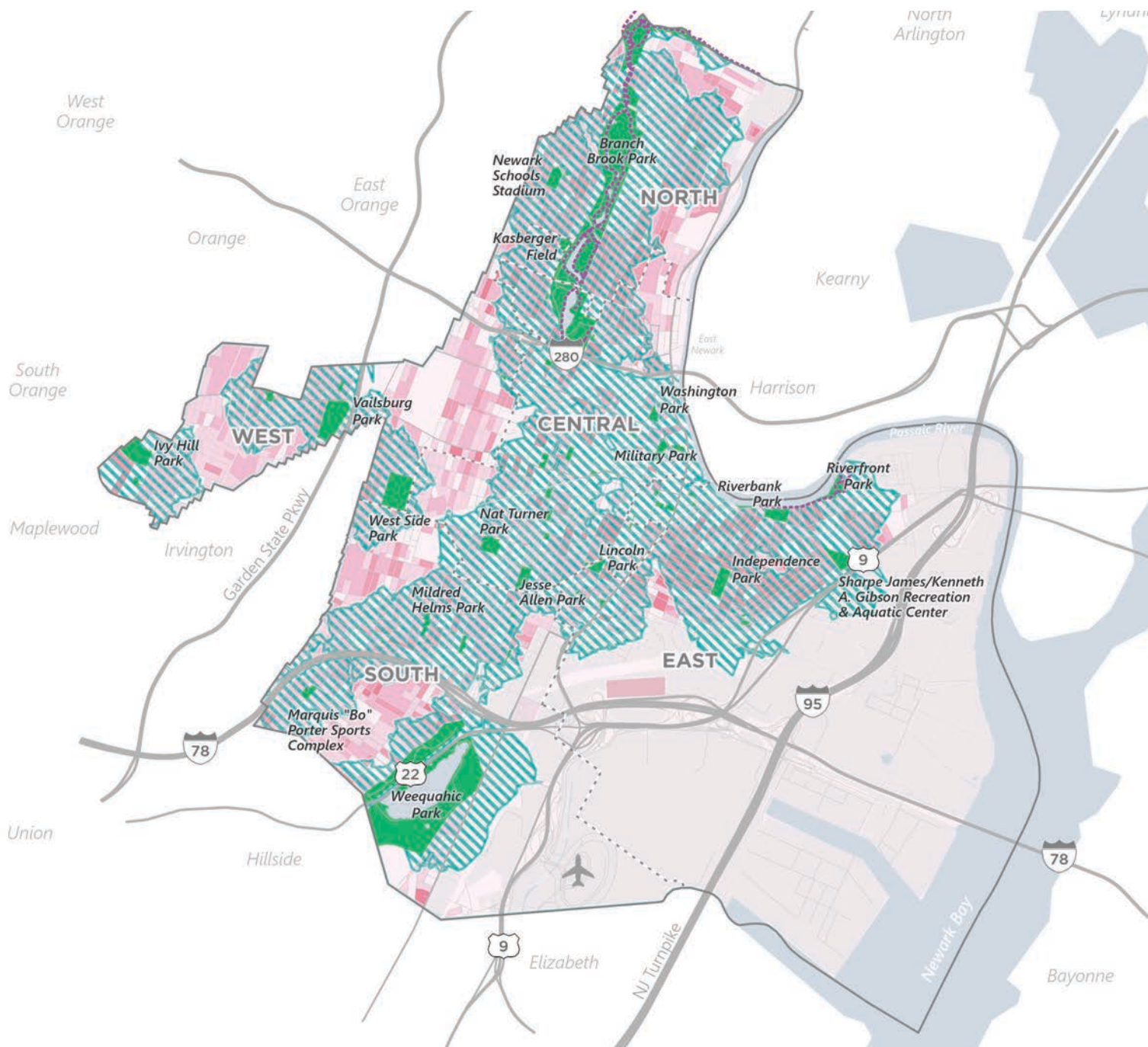
- Establish a classification system that describes each "type" of park, and defines what that park type should offer

Weequahic Park's programs are multicultural and for all generations - a huge asset to our city.

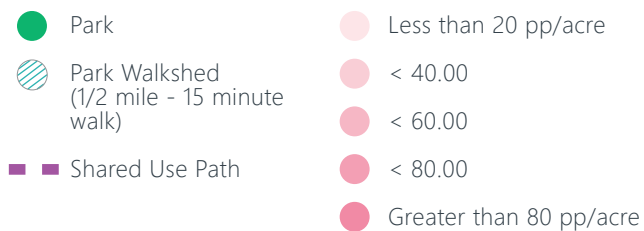
-Facebook Live comment (February 2022)



image: Cesar Melgar



Park access and population density



^ FIGURE 76 Existing Parks Access

Source: City of Newark

Some parts of Newark are already well-served by parks, but there are patches of the city with relatively high population density that still lack walkable access to meaningful parks. These areas should be targeted first for new parks investment.

3.1.5 Establish maintenance standards and focus resources on maintenance.

Clean and well-maintained parks are fundamental to a good park experience. Often these characteristics are closely tied to people's sense of safety and enjoyment of a space. Newarkers have expressed that trash and poorly-maintained features are reasons they don't visit parks today.

Clear maintenance standards for parks are needed. These standards may be calibrated by park type, allowing the Department to focus resources where they will have the greatest benefit. Additional resources and capacity will enable the parks maintenance team to achieve standards and raise the bar on cleanliness and safety.



KEY RECOMMENDATIONS

- Identify additional resources required to maintain parks and programs
- Acquire additional resources and capacity in order to enable the parks
- Conduct inspections on a frequent and recurring basis to ensure quality and maintenance

Policy Pivot

The shutdown as a result of the COVID-19 pandemic elevated the need for city governments to become nimble and flexible in the ways and speeds with which they issue permits. It also showed that uses of public spaces and the public rights of way may need to be considered differently. Building in that flexibility in advance creates citywide resilience.



image: Cesar Melgar

3.1.6 Continue to leverage park, open space, and recreational partnerships.

In recent years, Newark has seen innovative partnerships able to deliver important enhancements to the urban environment—trees, gardens, and larger park improvements. These partnerships are often most successful when they are able to leverage a combination of locally-rooted groups, often at the neighborhood or even block scale; technical expertise from non-profits groups that may have national reach; and financial resources that can be tapped. The city itself can be an important participant or facilitator of these partnerships. Newark should continue to nurture partnerships that can increase the city's capacity to maintain high quality parks in all neighborhoods.

3.1.7 Make neighborhood parks excel as community gathering places.

Many Newarkers have relatively small living spaces or share their homes with extended family, and may have limited access to private outdoor space. Newark's parks, plazas, and open spaces have the potential to better serve as extensions of home. Identify opportunities to retrofit existing parks to be welcoming and flexible “backyard” spaces that support social cohesion, and unlock potential of adopt-a-lot programs and side lot expansions via publicly owned vacant land.



KEY RECOMMENDATIONS

- Create permit flexibility and a mechanism for distributing indemnification across entities for outdoor activities, street activations and other uses

“Branch Brook Park is my favorite - it's clean and well-maintained, and you can do nature walks, rollerblading, tennis - it's a lovely park!”

-Website Feedback (December 2021)



image: City of Newark

NEWARK CELEBRATION

Parks & green space

In the last ten years, City investment into parks including Mulberry Commons, Riverfront Park, and Harriet Tubman Park have provided much-needed green space for residents and visitors. In 2021, Newark City Parks Foundation was created to manage, maintain, program, and advocate for Newark's five downtown parks, strengthening the City's green initiatives for Newark residents. Most recently, in 2022 the City opened Ridgewood Park, its first park designed for children with autism and special needs.

“We definitely don’t have enough parks, but we also need more programming in the ones we have. Can our parks partner with libraries and community centers to create more programs?”

-Mimi, Facebook Live event (February 2022)

3.1.8 Add recreational value throughout the park system.

Recreational facilities and programs are essential public health infrastructure. They can be the difference-maker in whether children can have stimulating places to play, whether youth have an opportunity to play sports, with all the physical and confidence-building that goes with it, and whether seniors have safe places to go for walks combating isolation and depression. Newark's recreation centers are distributed around the city, and are great assets—but they can still offer more. Small parks can provide single, unique amenities (e.g., short promenade for walking); larger parks can provide more (e.g., ball fields and courts).

The city should identify recreation needs (as described in 3.1.1) and should add amenities to existing parks that provide real recreational value and support community health, prioritizing parks in areas that have a scarcity of park land or recreational opportunities. Similarly, the city should continue to adjust and enhance recreational programming at parks and recreation centers, providing opportunities for all to play, exercise, train, heal, and build community.



KEY RECOMMENDATIONS

- Identify recreation needs and trends
- Adjust and enhance recreational programming at Newark parks and recreation centers
- Develop an awareness campaign of parks and recreation activities, programs, and events

3.1.9 Integrate parks with green infrastructure.

Newark's parks provide small, but essential oases of green in a highly-developed urban context—one that is increasingly threatened by flooding and urban heat. Parks help protect Newark from these threats, without compromising their recreational or social functions. Newark recognizes parks as essential green infrastructure. The city should identify opportunities to improve the ecological performance of parks. Specific interventions should include adding tree canopy to reduce urban heat and absorb carbon dioxide and other pollutants; providing permeable paving and rain gardens that enable stormwater infiltration; and using planting to create habitat for birds and pollinators.



KEY RECOMMENDATIONS

- Identify opportunities to improve the ecological performance of parks



image: One Architecture & Urbanism

3.2

Pursue opportunities to expand the park system and add usable green space to the city.

In order to implement a more equitable parks/open space plan citywide, we will redefine what constitutes a park in Newark – schoolyards, vacant lots, campuses, and even public access on private plazas.

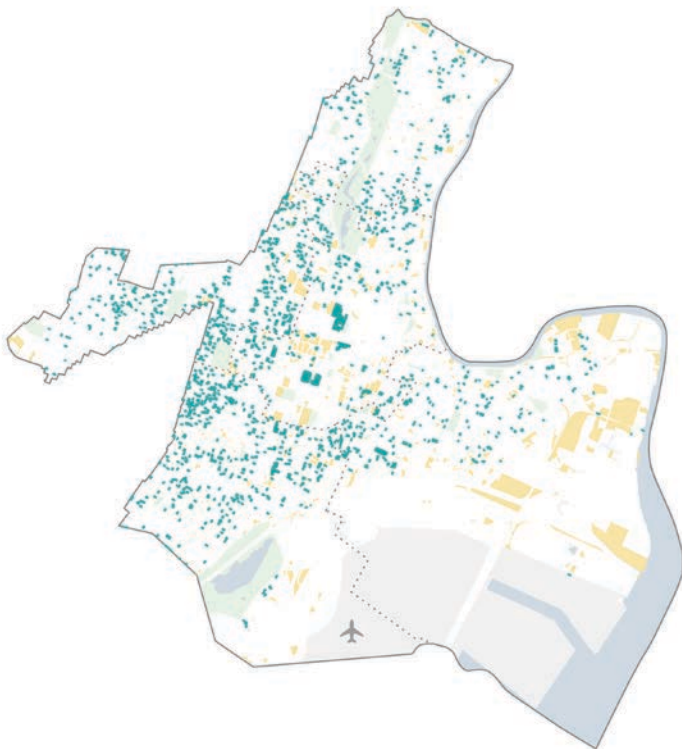


3.2.1 Identify strategically-located vacant and under-utilized sites for park development.

The city should identify publicly-owned, vacant, or underutilized land that may be acquired and developed as parks, focusing on sites in park-deficient areas (areas that are currently lacking parks within a 10-minute walk of residents.). Park opportunity sites should be evaluated based on cost, size, location in an underserved area and spacing from other parks, access characteristics, synergy with adjacent land uses, and potential cleanup costs associated with contamination.

Based on opportunity sites available, the city should take a phased approach to strategically acquire and develop park land in the years ahead. These sites may be well-suited to unique recreation assets like community gardens or playgrounds, or may be larger sites with more diverse recreation potential.

Newark today provides three acres of park land per 1,000 residents (including Essex County parks and park land operated by others). This is substantially lower than the acreage-per-population provided by comparable cities like Jersey City, Buffalo, Norfolk, and Pittsburgh. Furthermore, in Newark only a fraction of the park acreage (78.6 acres out of 857 total) is owned and operated by the City of Newark, indicating significant room for growth in the city's contribution to recreation opportunities for residents. Perhaps more importantly, there are significant areas of Newark that currently lack parks altogether. Park access gaps are especially pronounced in large portions of the West, South, and North Wards (see also 3.1.2).

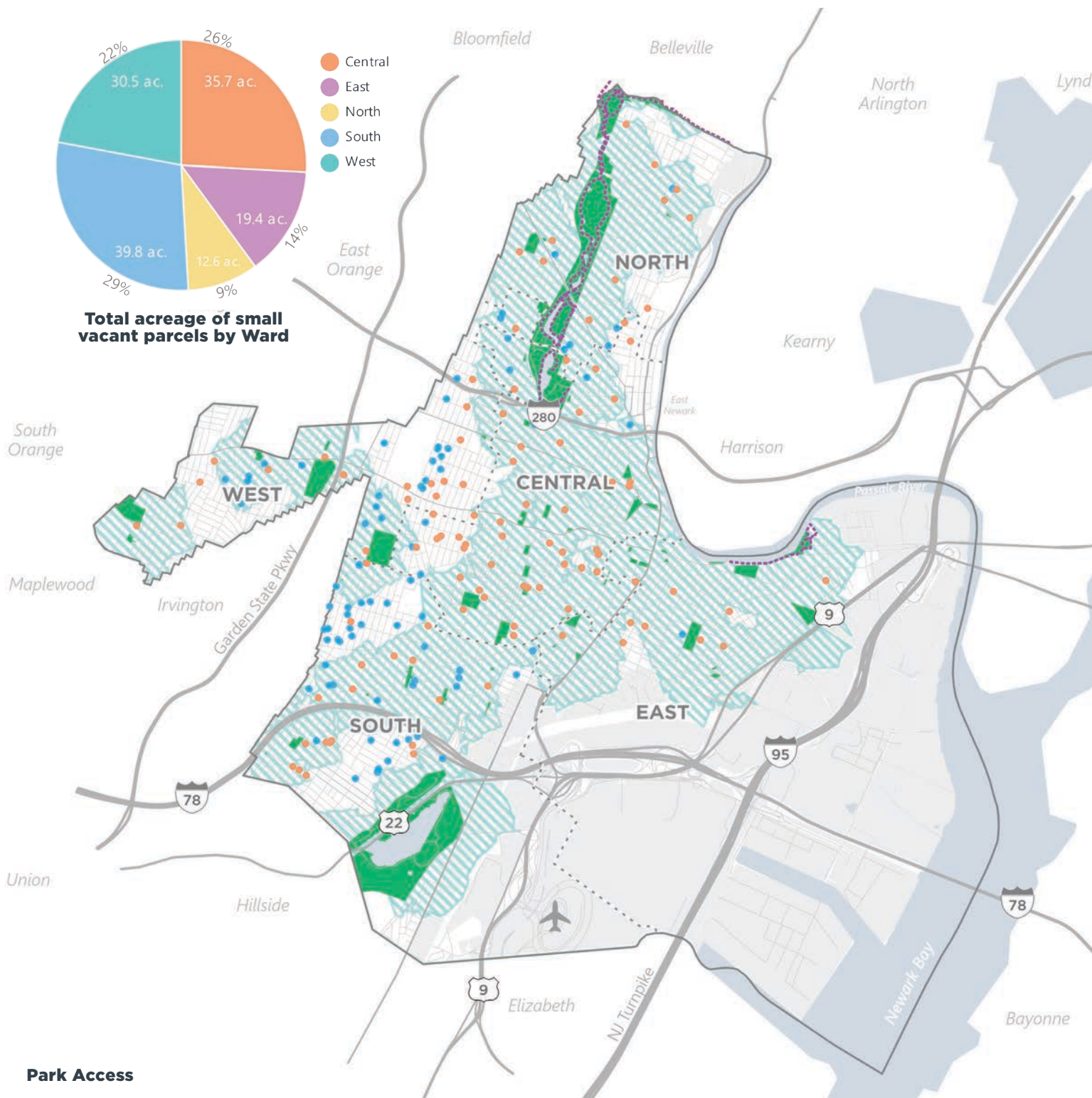


< Vacant lots smaller than a 1/10 acre (in green) are likely not candidates for redevelopment, but would make good sites for neighborhood pocket parks in underserved areas.

Source: City of Newark

Parcel ownership

- Public parcels
- Private parcels



^ **FIGURE 77 Park Access & Opportunity**

Source: City of Newark

Small vacant lots outside the existing park walkshed should be priority sites for pocket parks for public use, in order to increase access for Newark residents currently limited in park use. Publicly-owned parcels are in purple.

3.2.2 Create successful joint-use recreational sites at schools.

Fields, courts, and gyms at the city's schools present an important recreation opportunity for Newark residents. While access to school sites is necessarily controlled during school hours, it may be opened to recreation leagues and/or the larger community during non-school hours, by joint-use agreement. For example, in 2011 the city and Newark Public Schools (NPS) collaborated on a major reconstruction of the Newark Schools Stadium, working together to fund the \$24 million project – a 5,000-seat stadium to be used by Barringer High School and others. In more recent years, NPS worked with the Trust for Public Land to rehabilitate playgrounds at a handful of elementary schools. However, these are not open to the larger community during non-school hours.

Additional opportunities for successful joint-use sites at existing schools and parks exist. At a relatively simpler level, this will involve school recreation facilities being made available for community use during non-school hours, and potentially park facilities being available for school use. A more ambitious model would involve collaborating to retrofit school grounds so that they can function like neighborhood parks when school is not in session, by planting trees and adding a mix of active and passive use amenities. A third possibility involves collaborating on development of new parks and schools, so that they are designed from the beginning to function as a cohesive whole.



image: Cesar Melgar

^ Newark's schoolyards aren't accessible to their local neighbors

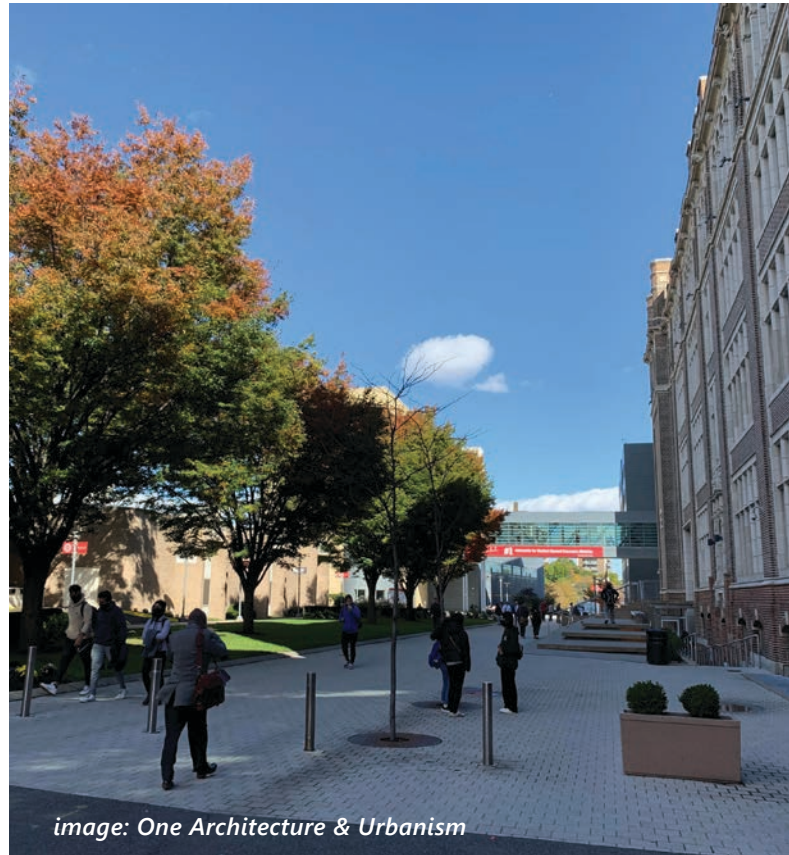


KEY RECOMMENDATIONS

- Make school recreation facilities available for community use during non-school hours
- Collaborate to retrofit school grounds so that they can function like neighborhood parks when school is not in session
- Collaborate on development of new parks and schools, so that they are designed from the beginning to function as a cohesive whole

3.2.3 Tap public space and recreation opportunities provided by other institutions.

Rutgers University, the Newark Housing Authority, and the State of New Jersey all currently own and operate public spaces used and enjoyed by Newark residents. These include public spaces on the downtown campus, Hank Aaron Field, and the Performing Arts Center Plaza. The recreational benefits provided by these spaces may be enhanced, and other spaces may become available (e.g., New Jersey Institute of Technology, Essex County College, PSEG office complex). The city should work to strengthen partnerships with these and other anchor institutions that provide publicly-accessible space or recreation.



- ^ Open space at institutions like NJIT could accommodate more public uses for their surrounding communities.

Remove the asphalt at our schools and create real parks in our neighborhoods!

-Douglas, Facebook Live event (February 2022)

NATIONAL CASE STUDY



^ NYC's Seward Park was transformed into a more welcoming park without tall fences

Parks Without Borders

NYC Parks without Borders is a program to improve park edges and adjacent spaces for the improvement of parks and neighborhoods overall. Parks Without Borders focuses on three areas of the park: entrances, edges, and park-adjacent spaces. This new design approach will help unify park spaces with the neighborhoods they serve. It will make entrances more welcoming, convenient, and easy to find. It will make park boundaries greener and more comfortable with furnishing and amenities and make parks safer by improving sight lines. It will also create new community activity centers out of underused areas next to parks. 8 NYC parks were selected by community vote to demonstrate improvements.

Source: NYC Department of Parks & Recreation



3.2.4 Bring park qualities into the street environment.

The great majority of public space in Newark, as in any city, is in the form of streets and sidewalks. The street network may be considered a “reservoir” of public space that may be more versatilely used, with temporary community gathering and greening or, in special cases, conversion to parks, pedestrian ways and plazas.



KEY RECOMMENDATIONS

- Retrofit the streetscape along certain commercial and cultural corridors in the city to encourage temporary activation with food vendors, artisan markets, and similar uses
- Add mobile tree nursery boxes to temporarily and flexibly activate parks, sidewalks, plazas, and other public spaces
- Explore parklets, streeteries, and other forms of structured meeting spaces in Newark's streets to expand public spaces in the city as a lasting addition to enhance Newark's streets

I would love more green space along my neighborhood streets - trees, grass, flowers. Fix the sidewalks and beautify everything!

-Website Feedback (December 2021)



3.2.5 Generate new public space as part of new development.

The city should work with developers to incentivize the creation of new public park or playground space in areas that would benefit from the added amenity. For example, the Riverfront Public Access and Redevelopment Plan incentivizes open space set-asides in specifically defined areas of private property in exchange for building density bonuses. The city should explore similar requirements for major mixed-use development projects in other areas.

Use residential parking spaces, church parking lots, and the city's own green spaces to do more pop-up events for children.

-Participant at West Ward Community Workshop (June 2022)



image: Bloomberg Associates

^ Street spaces typically dedicated to parking can be rethought to accommodate café seating and plantings



image: Maria Ortiz



3.3

Connect Newark neighborhoods to each other and to job centers.

For Newark neighborhoods to thrive, we must foster safer connections – to each other and to important city assets and employment.



3.3.1 Create mobility hubs within each neighborhood.

Mobility hubs address the unequal access to jobs and basic resources around Newark. The current state of transportation infrastructure separates Newark's neighborhoods and communities into islands that can only be easily connected by car. This constrains Newarkers who don't have access to a car – especially those who are economically disadvantaged – making it even more difficult to access the resources needed to climb the economic ladder.

Mobility hubs can be new locations within neighborhoods, or a designation given to existing transportation hubs to ensure they have all the necessary components to prioritize access and connectivity. Mobility hubs are not intended to serve all needs of every transportation system user, and they are not a replacement for all transit stops, stations, parking hubs, or other existing and future investments. Rather, the mobility hub illustrates the combination of elements that can be applied strategically in prioritized areas when gaps or barriers to seamless transportation occur.

These elements include:

- Complete streets
- Transit priority elements, preferably at the intersection of two bus routes to facilitate easy transfers
- Pedestrian and bike safety

- Micromobility options
- Other elements that make the area more vibrant and memorable such as: local shops, community facilities, 24-hr services, branding and wayfinding.

Mobility hubs can also become co-locations for other actions, including resiliency measures and increased digital access. Different classifications exist for mobility hubs depending on the density of surrounding land uses and type of neighborhood. The City of Portland, OR, developed a Mobility Hub Typology Study that can be used as a reference for classifying major and minor mobility hubs.



KEY RECOMMENDATIONS

- Establish defining characteristics for both minor (neighborhood) and major (downtown) mobility hubs
- Classify Newark Penn Station and Broad Street Station as mobility hubs, and identify gaps that need to be improved to have them meet the standards for major mobility hubs
- Identify vacant city-owned land parcels in each ward that could be used to develop neighborhood mobility hubs
- Choose one location in each ward to pilot a mobility hub

What are mobility hubs?

Mobility hubs are public spaces where multiple forms of transportation are co-located. A mobility hub is made up of three important components: access, connectivity, and public space.

Mobility hubs provide **access** to multiple modes of transportation from one location. For example, a mobility hub might consist of a bus shelter that also has a bike share station, bike parking, electric vehicle charging, subway entrance, and dedicated car-share or ride-share space nearby.

Mobility hubs are **connected** to a transportation system. People accessing any of the modes of transportation at a hub should be able to connect to other mobility hubs, jobs, homes, and cultural amenities safely and conveniently. This is made possible by frequent and reliable bus routes, bike lanes that connect to a comprehensive network, and complete streets that prioritize safety for all road users.

Mobility hubs are **public spaces** that are open and accessible to all. These spaces are welcoming, safe, and convenient, with the goal of attracting users to transition from private

vehicles to more environmentally friendly mobility behavior. The mobility hub space becomes a “third place” within the neighborhood, designed at a human scale to offer a sense of place and community without the need for consumption. Programming can further activate this space and provide a context for local culture and engagement to flourish.

Mobility hub placement is driven by the combination of an infrastructure needs assessment and an equity analysis. Existence of transportation infrastructure will provide the opportunity for mobility hubs. This inherently addresses equity issues for isolated communities and knits the fabric of the city back together. The equity analysis ensures that placement of mobility hubs also prioritizes communities facing historical disinvestment. Placing mobility hubs is an iterative and collaborative process, and one that can help write a new chapter in the story of Newark’s infrastructure, one that starts to undo the damage wrought by previous infrastructure development.



- ^ Mobility hubs can range from small-scale transfer points for simple bus/bike connections (left); to mid-scale junctures of systems like scooter share and light rail (middle); to major mobility hubs featuring public spaces, car share stations, subway or train entries, and other systems to allow for full flexibility of residents' mobility around their city (right)

Major and minor mobility hubs:

Major and minor mobility hubs both serve the purpose of increasing connectivity between neighborhoods and modes. However, they are designed at different scales to fit the neighborhoods where they are located.

Major Mobility Hub

A major mobility hub is one that would be located downtown, or in a similarly dense or built-up area with large numbers of people and jobs. Possible locations for major mobility hubs could be Newark Penn Station, the Prudential Center, or Newark Liberty Airport. A hub of this scale could include features such as:

- connections between regional and local transportation
- capacity for thousands of daily travelers
- large retail space
- long-term bicycle and vehicle parking

- 3+ bus or light rail connections
- large public space and other amenities

Minor Mobility Hub

A minor mobility hub is tailored to quieter and more residential neighborhoods. Possible locations include a street corner near a church, library, school, or overlapping bus routes. A hub of this scale could include features such as:

- connections between 1-3 bus routes
- small public space that is usable by the community for various activities
- local businesses that increase vibrancy
- short term bike and micromobility parking
- shelters for transit riders and individuals waiting for rides



image: WRT

- ^ Existing transit waiting environments like this one in Downtown Newark could be built into full mobility hubs for a wider range of transit infrastructure by adding bike and scooter docks and bus shelters with seating and shade

Our bus stops need covered seating, posted bus schedules, ample trash cans, beautification, scooter stations, lighting - make them feel safe and inviting.

-Participant at South Ward Community Workshop (May 2022)



Potential Mobility Hub Locations

- Major (Downtown)
- Minor (Neighborhood)
- Frequent Bus Routes During Weekday Peak Hours

^ FIGURE 78 Potential Mobility Hub Locations

Source. City of Newark, NJ TRANSIT, Arup

Minor mobility hubs should be placed throughout neighborhoods at locations where bus routes cross, and complete streets and protected bike lanes provide safe infrastructure. These can act as community scale hubs to ensure each neighborhood has access to high quality mobility.

Newark Penn Station and Broad Street Station have many components of mobility hubs. These stations should be reclassified as major mobility hubs to promote connections between modes, improve pedestrian safety, prioritize transit, and prioritize public space.

Underpass Retrofit Toolkit:

Lighting

Lighting is a key aspect of making a space feel safe for pedestrians and cyclists. While cars have headlights, locked doors, and tons of steel surrounding drivers, pedestrians and cyclists are more vulnerable. While this is not inherently more dangerous, and in fact is much safer than being in a car, the perception of safety is much lower. This is especially true for women, children, elderly, and any resident who is more vulnerable.

Lighting makes a space feel much safer, and can also activate it, bringing more activity and community eyes to previously avoided overpasses and underpasses. In situations where there is considerable space under an overpass, parks can even be created, as was done underneath 14th Street in Hoboken, NJ.

Traffic Calming

Underpasses and overpasses often invite speeding due to long stretches of straight and uninterrupted roadway. The impact of speeding on pedestrian fatalities is well known, and quite extreme. When New York City lowered their speed limit from 30 to 25 mph, pedestrian fatalities fell by more than 25%. In 2020, Washington D.C. similarly reduced speed limits on local streets from 25 to 20 mph with the goal of curbing pedestrian deaths. Lower speed limits protect drivers too – for every one mile per hour reduction in speed, crash rates decrease by four to six percent.

Traffic calming is a tool for lowering speed limits in specific locations with the express goal of increasing safety. For underpasses that could provide a valuable link for pedestrians and cyclists to access different neighborhoods, traffic calming measures should be applied. This can include narrowing the roadway by increasing sidewalk or bike lane width, introducing chicanes to interrupt long straight roadways, or placing speed humps to physically slow drivers.



3.3.2 Improve pedestrian/bike environments under highway overpasses with lighting, traffic calming strategies, and other safety measures.

Newark is currently a city separated by man-made barriers. The very infrastructure built with the intention to connect has in fact separated residents from each other and their city. Criss-crossed by highways, many of Newark's neighborhoods are connected only by overpasses and underpasses that often feel unsafe and prioritize the movement of vehicles rather than the movement of people.

While the long-term recommendation may be to "cap-and-stitch" various highways – a process that preserves the highway while restitching the urban fabric (see Action 3.3.3) – immediate changes should improve the environment for pedestrians and bikes on these overpasses and underpasses. These strategies can be implemented to make these connections safer and more attractive for Newarkers without cars.



KEY RECOMMENDATIONS

- Install lighting on all overpasses and underpasses to improve safety for pedestrians and cyclists
- Reduce speed limits on local streets to 25 mph
- Implement Traffic Calming techniques on stretches of roadway where pedestrian activity is high or incidents of speeding are frequent

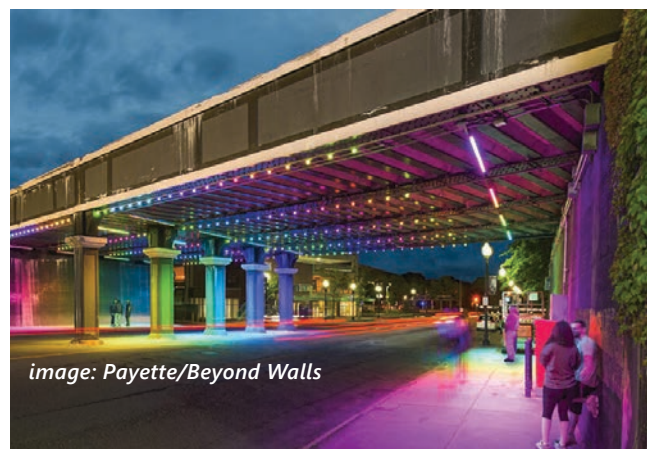


image: Payette/Beyond Walls

- Artistic lighting can transform the underside of highways for pedestrians like this installation in Lynn, MA



3.3.3 Explore capping the Interstate 280 Highway

Interstate 280 is a major artery that cuts through the heart of Newark, separating neighborhoods, decreasing air quality, and prioritizing the movement of commuters. At nearly 400 feet wide in some places, this is a significant barrier to movement of suburban commuters and creates physical and psychological separation between communities.

Cities around the country have started undoing the damage of major highways that have cut through their communities. Often, this takes the form of “capping” the highway – putting them underground to provide surface area for parks, buildings, and community spaces. The recent passing of the Infrastructure Investments and Jobs Act allocates \$1 billion to freeway removal and capping projects, which can be utilized to fund an exploratory study for capping Interstate 280 in Newark.

3.3.4 Convert McCarter Highway to a Boulevard

McCarter Highway (#21) runs north-south in Newark in several different configurations. In Downtown Newark, the Highway is a traditional roadway with frequent opportunities for pedestrian crossings. In the North Ward, however, the Highway runs as an elevated roadway which creates a barrier between the riverfront and the communities to the west. Converting the Highway to a Boulevard will provide many benefits to residents throughout Newark, such as: a) removing a barrier and improving east-west connectivity for residents; b) allowing for riverfront access and activation in Northern Newark; and c) providing opportunities to add tree canopy. There will be some diversion of traffic, but this is likely to go onto Garden State Parkway or NJ Turnpike, rather than onto local streets.



image: Cesar Melgar

Newark's highway underpasses like McCarter Highway in the North Ward are barriers for pedestrians



Newark Tomorrow: A green, healthy,
resilient, and connected city



image: Google, WRT

3.4

Invest in and expand our neighborhood corridors.

Newark's commercial corridors have to be reimagined as cultural corridors – they will be resilient when the next disruption event occurs.

3.4.1 Build on distinct neighborhood and cultural identities to attract local and regional business.

Distinct neighborhood identities such as the Portuguese/Brazilian identity of the Ironbound neighborhood are invaluable assets to corridors and districts. These authentic identities have demonstrated to yield higher economic value to business owners and have proven to be more resilient in economic downturns. Newark's Division of Arts and Cultural Affairs can partner with Invest Newark's newly formed corridor managers to build/protect these identities.



Image: City of Newark

- ^ Newark's wide diversity of cultures is both a social and economic asset for the city



*Master Plan Highlight

3.4.2 Examine opportunities for mixed-use zoning approaches that can accommodate hybrid business models. (e.g. pop-up retail, showroom, light manufacturing, distribution space typical of a maker; or mixed use event / co-working space).

The city should amend the zoning code to allow for more flexibility in permitted uses towards the expedient facilitation of hybrid business models – that often mix workplace, education, service, retail, and daily life in one space. Given real estate costs and the shift toward hybrid work environments, the trend of providing greater flexibility and mixed-use with retail, maker-spaces, office, and hospitality is expected to continue over the next decade.



*Master Plan Highlight

3.4.3 "Upzone" along key corridors and around transit hubs.

Revisions to the zoning code should include broadening the city's Community Commercial zoning to allow for higher densities along key corridors and surrounding transit stations. Additionally, home-based industries should be formalized as a permitted use. See Appendix I for details on this recommendation.



^ **FIGURE 79 Future Land Use**

Source. City of Newark, NJ; HGA

Updates to Newark's land use should include additional redevelopment zones in areas like the Airport City zone facing potential development pressure, and the expansion of community commercial zoning along key corridors. See Appendix I for more details.

Future Land Use changes:

- C-2N: New C-2 Corridor Zoning
- Forward Bound Doremus (Pending Redevelopment Plan)
- Airport City Newark (Proposed Redevelopment Plan)
- Lincoln Park South Gateway
- Lyons Avenue Redevelopment

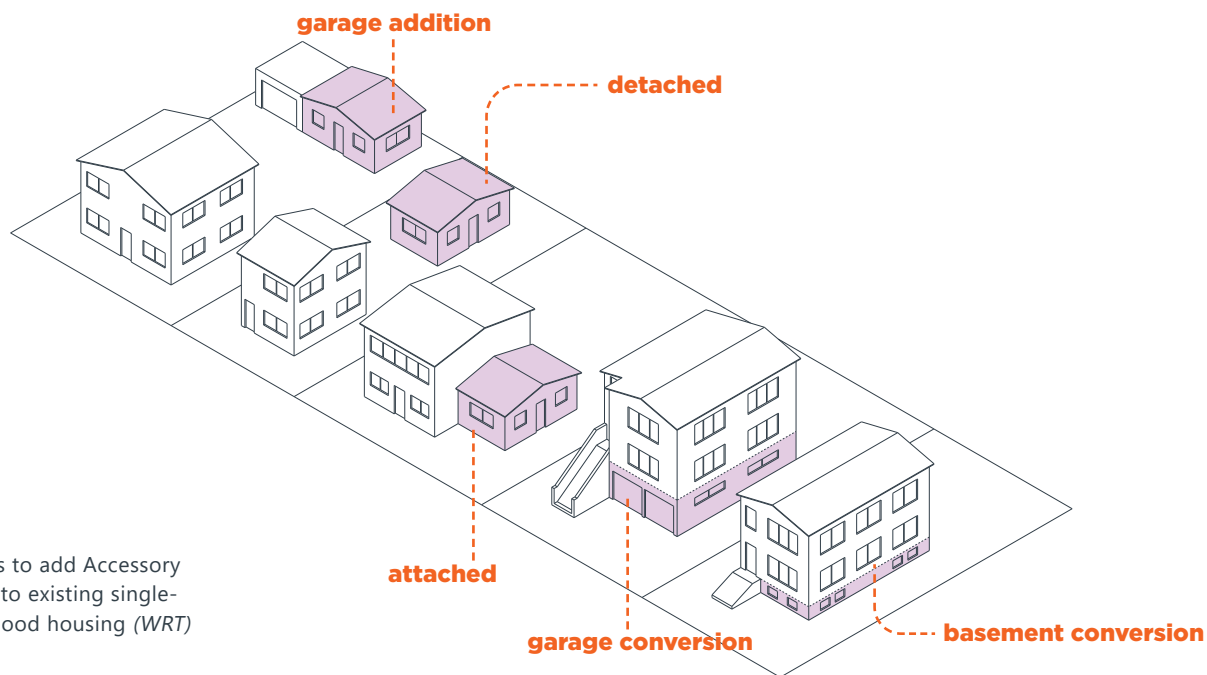
** All other colors indicate current zoning to remain*

3.5

Ensure affordable housing at all income levels, calibrated to needs of each neighborhood.

Newark's housing challenges are specific to each ward and each neighborhood. In order to develop strong neighborhood pillars, we must customize our housing solutions to the unique needs of every neighborhood. In neighborhoods with historic character and low vacancy, the city should explore solutions such as accessory dwelling units and historic tax credits. In neighborhoods with high vacancy and blight, potential tools include up-zoning (zoning to increase density/intensity of use) and acquisition/disposition of underutilized land.

The federal government is committed to easing the burden of high housing costs, and will reward municipalities that reform their zoning and land-use policies. Additionally, the federal government will deploy new financing mechanisms to build and preserve more housing where financing gaps currently exists. This includes making Construction to Permanent loans (where one loan finances the construction but is also a long-term mortgage) more widely available by exploring the feasibility of Fannie Mae purchase of these loans; promoting the use of state, local, and Tribal government COVID-19 recovery funds to expand affordable housing supply; and announcing reforms to the Low Income Housing Tax Credit (LIHTC), which provides credits to private investors developing affordable rental housing, and the HOME Investment Partnerships Program (HOME), which provides grants to states and localities that communities use to fund a wide range of housing activities. Newark's housing policies should be continually adjusted to align with evolving federal housing policies.



- Examples of ways to add Accessory Dwelling Units into existing single-family neighborhood housing (WRT)



*Master Plan Highlight

3.5.1 Allow and promote accessory dwelling units for single-family households to add density without full redevelopment.

Accessory Dwelling Units (ADUs) are not a foreign concept in Newark. Many homes have been legally and illegally converted into multiple dwelling units – a market-driven approach to address the city and the region’s housing shortfall. Policies and land use changes to permit ADUs are being embraced nationally (in high cost, fast growing cities) and is gaining ground in select municipalities in New Jersey. They increase supply affordable housing, provide existing homeowners with additional income, and can retain the character of Newark’s historic neighborhoods. Special attention should be paid in Newark so that a new ADU policy meets intended goals, placing neighborhoods front and center: (a) prioritize life safety issues (e.g., conversion of basements into ADUs should be prohibited in flood impact areas, conversion of garages into ADUs should be compliant with modern residential building code); (b) design the policy so as to limit abuse by predatory investors; (c) begin with areas that close the racial wealth gap; and (d) develop an ADU Newark fee structure that is sustainable over the long term.



KEY RECOMMENDATIONS

- Conduct a study on feasibility of Accessory Dwelling Units in Newark

NATIONAL CASE STUDY



^ A backyard ADU in Oakland, CA

Oakland ADUs

Referred to as Secondary Units in Oakland, the initiative aims to expand availability or affordable housing, to reduce racial disparities related to ADUs, and more. The number of ADU Permits issued in Oakland has risen dramatically since 2015 due in part to education and initiatives to build ADUs by community organizations. The city recognizes two kinds of ADUs (those in an existing structure, or new construction), and do not require owners to live in either unit, but does require that it be occupied on a 30-day or longer basis. Those tenants are protected by the city’s rent protection regulations, a point of concern for potential ADU landlords during focus groups. The city maintains its affordability by applying rent control to ADUs built before 1983, or if they are ADUs converted from habitable spaces.

Source. City of Oakland, CA



***Master Plan Highlight**

3.5.2 Support Land Bank efforts on preserving affordable housing.

The Newark Land Bank, the first to launch in New Jersey after enabling legislation was signed by Governor Murphy in 2019, can be optimized in the following ways over the next decade to strengthen Newark's neighborhoods.



KEY RECOMMENDATIONS

- Expedite the transfer of city-owned properties into the Land Bank
- Streamline process of readying properties for public bid by prequalifying contractors, vendors, and buyers
- Market the Land Bank to Newarkers and build capacity for more Newarkers to participate in property transfers and ownership opportunities

3.5.3 Use historic district/landmark designation to increase the number of new affordable housing units for large multifamily projects in historic buildings.

Newark should seek out historic multi-family apartment buildings throughout the city for conversion to new affordable housing units. Newark has attractive, historic apartment buildings located in both historic districts and as individual landmarks. There are also historically significant mid-rise apartment buildings located throughout the city that have not yet been landmarked.

By using historic tax credits, developers can convert these buildings into mixed-income housing with a percentage of units set aside for affordable housing. These mid-rise older apartment buildings often have larger units with multiple bedrooms suitable for larger families.



540 Broad St: A historic landmark converted into downtown apartments

image: Bloomberg Associates

3.6

Invest in neighborhood health, resilience, and preparedness for climate change impacts.

Climate change is already impacting Newark and Newarkers today. Impacts include more frequent and intense coastal storms and rainfall events, rising sea levels, and hotter summer days and nights with an increasing number of heat waves. Health, resilience, and disaster preparedness initiatives combine multiple strategies. These include adapting neighborhoods' physical infrastructure to better withstand extreme weather events, building a greener city to absorb rain and heat, and investing in social initiatives to strengthen community connections, extreme weather education and preparedness, and response during and after extreme weather events. While climate trends are impacting Newark as a whole, neighborhood resilience requires a nuanced approach with an understanding of natural systems, underlying topography, and priority investments for each neighborhood. Buried watercourses become flash flooding hotspots; historic wetlands and low-lying areas of the East Ward receive coastal flooding and runoff from upland areas of the city; uneven investment in parks and open space makes expanding the tree canopy a critical issue for many neighborhoods.



3.6.1 Advance planning and implementation for Resilient Northeastern New Jersey (RNJ) tools and strategies to address coastal flooding and manage rainfall events.

In 2021, Newark joined together with the municipalities of Hoboken, Jersey City, and Bayonne to advance integrated climate resilience planning through the Resilient Northeastern New Jersey (RNJ) initiative. The goals are to develop a regional vision and roadmap to reduce flood risk from coastal storms and extreme rainfall events, as well as a pipeline of prioritized green infrastructure and brownfield redevelopment investments. RNJ is building on work that is already underway to set the stage for regional collaboration by aligning goals and planning standards in addition to strengthening coordination between public agencies, regional authorities, and private asset owners and stakeholders.

As an outcome, RNJ will identify infrastructure, nature-based, policy, and social initiatives and

other projects for implementation at both a local and regional scale. It will also identify design and engineering strategies to improve flood protection, manage stormwater, and reduce the impact of extreme heat. In Newark, RNJ's action plan will include both site specific and neighborhood-wide initiatives that target infrastructure upgrades, community preparedness, and multi-benefit infrastructure projects.

RNJ initiatives include:

- drainage and pumping improvements and new drainage lines;
- coastal protections in the form of bulkhead and road raising, as well as flood walls where necessary;
- advancement of green infrastructure projects (both already in planning and new) across the city;
- wetland restoration along Newark Bay and the lower Passaic River;
- a distributed network of resilience hubs to spread knowledge, provide resources, and act as emergency shelters.

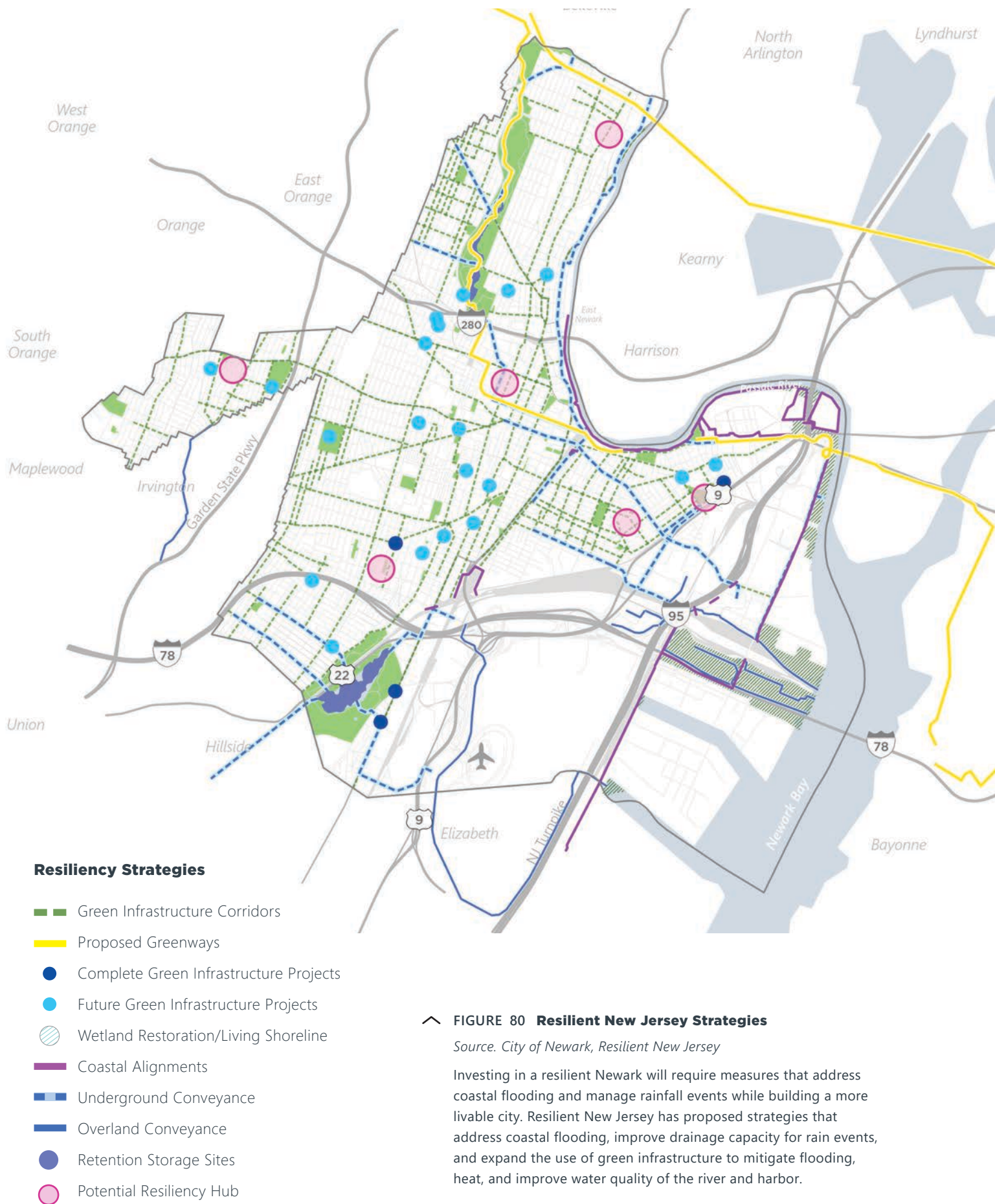


FIGURE 80 Resilient New Jersey Strategies

Source. City of Newark, *Resilient New Jersey*

Investing in a resilient Newark will require measures that address coastal flooding and manage rainfall events while building a more livable city. Resilient New Jersey has proposed strategies that address coastal flooding, improve drainage capacity for rain events, and expand the use of green infrastructure to mitigate flooding, heat, and improve water quality of the river and harbor.



3.6.2 Increase permeable surfaces and expand planted areas to combat urban heat island effect and improve stormwater management.

Over 60% [63.2%] of Newark's land area is covered in paved and impermeable surfaces, a legacy of its industrial economic base, extensive roadway building programs, and lack of investment in creating and maintaining parks and open spaces across the city in recent years. The density of paving and the materials of Newark's built environment contributes greatly to two interconnected present-day challenges: managing rain and flash flooding events and tempering summer heat waves. Green infrastructure implemented at scale can play a role in addressing both: reducing runoff and combined sewer outfall events; filtering pollutants and contaminants in both water and air; decreasing surface temperatures in surrounding areas; and improving quality of life and public health. Revised standards for capital projects will require that new construction manages stormwater on site; at the same time, rethinking existing right of ways, parking lots, and buildings to expand opportunities for planting and permeability is a critical component of transforming the Brick City and can save the city money in drainage and infrastructure costs. In addition, planted areas and green infrastructure installations can form the basis of green corridors that provide and connect habitats for animals and protect the region's biodiversity.



image: WRT

- ^ Tree canopy is low in Newark, but where it does exist, residents enjoy the full benefits of stormwater capture, air quality improvements, and walkability in heat

Plant more trees, convert unused parking lots and abandoned lots into wooded areas. We should absorb floods instead of redirecting them to other places.

-Website Feedback (December 2021)



Green Infrastructure and Permeability

- Primary Green Infrastructure Corridor
- Secondary Green Infrastructure Corridor
- Tertiary Green Infrastructure Corridor
- Socially Vulnerable Areas of High Heat and Lack of Access to Green Areas
- Areas of No Access to Green Space
- Publicly Owned Impervious Surfaces
- Impervious Surface on Vacant Lots

^ FIGURE 81 **Areas of Priority for Permeability**

Source. City of New Jersey, *Resilient New Jersey*

Impermeable surfaces in Newark strongly correlate with areas of social vulnerability and lack of access to green areas. De-paving the city's parking lots, wide corridors, and other impervious surfaces should target underserved and under-greened neighborhoods first.



3.6.3 Leverage existing community facilities to create resilience hubs and community health centers.

The strength of community social networks plays an important role in communities' ability to anticipate, respond to, and adapt to climate hazards and shocks such as floods and heat waves. Establishing a network of community facilities, including health centers and resilience hubs, creates an opportunity to improve preparedness and centralize response.

Resilience Hubs use a physical space – a building and its surrounding infrastructure – to meet numerous goals, both physical and social. Resilience hubs are an opportunity to efficiently improve emergency management, reduce climate pollution and enhance community resilience. These spaces also provide opportunities for communities to become more self-determining, socially connected, and successful.

Resilience hubs are typically located outside of high flood-risk areas and can be co-located within new or existing facilities such as schools, community centers, and libraries which operate year-round to serve community functions and needs but are also equipped for emergency response to provide shelter, power, cooling, refrigeration, and facilitate the distribution of materials and resources. Newark has identified several schools across the city that can be adapted as resilience hubs. These hubs can also connect to a network of neighborhood health centers that improve healthcare access for vulnerable communities in underserved areas of the city. The COVID-19 pandemic has underscored the impact of comorbidities on health outcomes and the importance of making healthcare accessible where people live. An expanded community health clinic system can improve access to preventive care and preserve hospital capacity for emergent needs. These facilities can fill the existing gaps in the healthcare network outside of the Central Ward.



3.6.4 Incentivize the transformation and restoration of brownfields and contaminated sites.

There are more than 770 properties in Newark with a known presence of contaminants and 440 designated brownfields, including extensive acreage in the East Ward. These sites range in ownership (public vs. private), the type of contamination present, and their site status from identification, to planning, to ongoing remediation. Many of these sites are vulnerable to coastal or stormwater flooding and are in close proximity to Newarkers' homes, posing an ongoing threat to health. Brownfield redevelopment offers a strategic opportunity to reposition blighted and toxic lands for local growth and development.

Resilient New Jersey has developed a pipeline of prioritized sites for remediation and resilient transformation using three lenses to rank: general resilience, economic opportunity, and enhancement of the open space network. Each of these approaches to redevelopment links to a distinct need for Newark in the coming decade: to build a climate-resilient city; to stimulate sustainable job growth for Newarkers; and to expand access to open space. Programs such as New Jersey Economic Development Authority's (NJEDA) project-based tax credits offer a competitive way to offset the costs of remediation and advance environmental health. Newark will work with State agency partners to ensure access to information and programs designed to facilitate successful redevelopment and transformation.

WELCOME



02

WHERE WE SHOP & PLAY | Donde compramos y jugamos

Newark³⁶⁰
imagining our city together

What is something in your neighborhood that you are proud of?
¿Qué es algo en tu vecindario de lo que estás orgulloso?

Handwritten notes on sticky paper:

- Handwritten notes on sticky paper:

How can your commercial corridors (Bloomfield Ave, Broadway) be strengthened?
¿Cómo se pueden fortalecer tus calles comerciales (Bloomfield Ave, Broadway)?

Handwritten notes on sticky paper:

- Handwritten notes on sticky paper:

How can we leverage Branch Brook Park and other assets to improve the neighborhood and create opportunity?
¿Cómo podemos aprovechar Branch Brook Park (y otros activos de la comunidad) para mejorar el vecindario y crear más oportunidades económicas para los habitantes de Newark?

Handwritten notes on sticky paper:

- Handwritten notes on sticky paper:





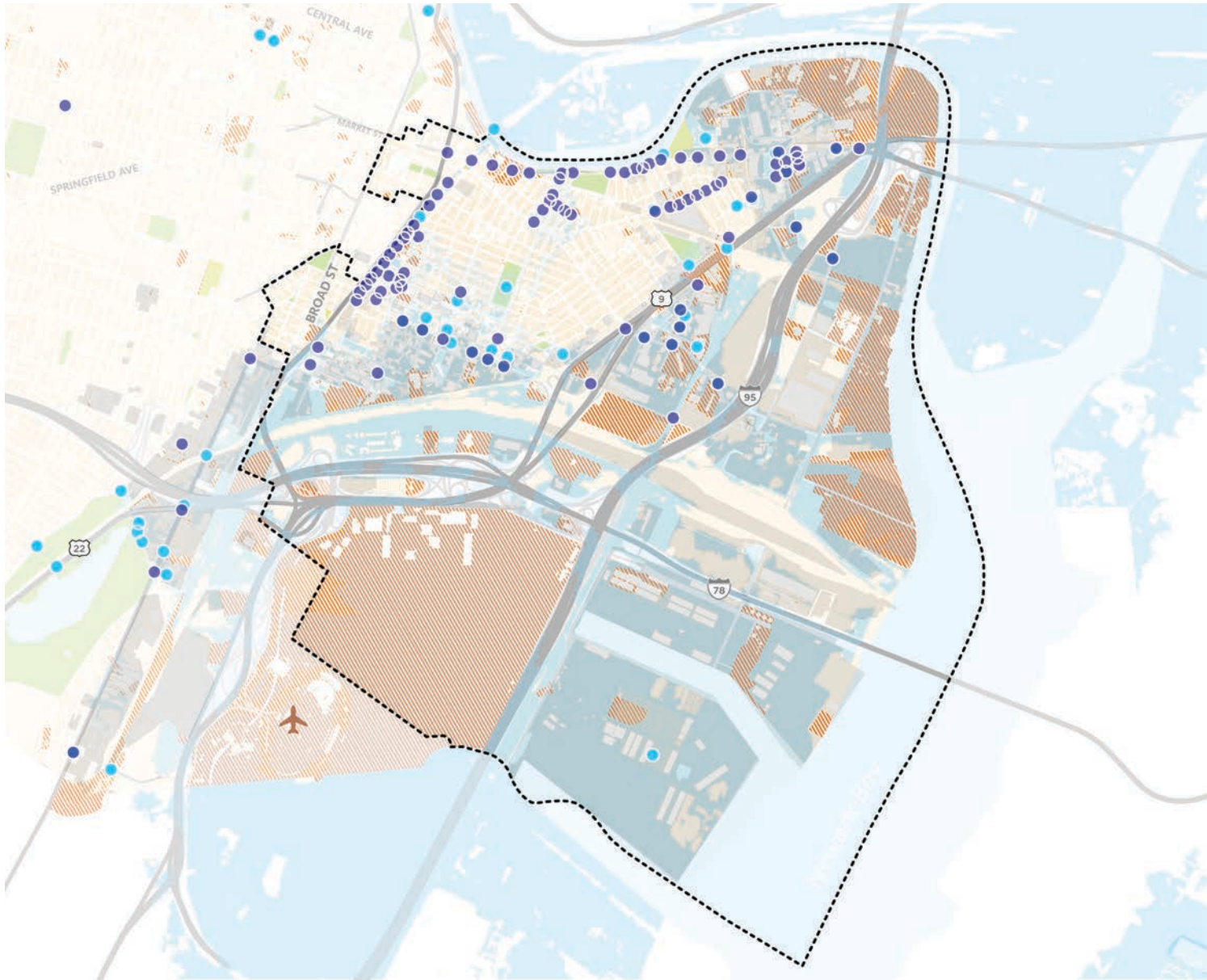
3.6.5 Create an East Ward Strategic Climate Adaptation Plan.

Newark's economic strength and vibrancy depends on the continued vitality of all five wards. The East Ward contributes in significant ways to the city's industrial economy and is critical to sustain and grow into the future. Already in the present and increasingly in the coming decades, the area is subject to multiple climate-related risks. Its location on historical coastal marshes brings flood risk due to coastal storms. It sits downhill from the Central and West Wards, leading significant stormwater flooding risk. Sea level rise will exacerbate both these challenges. These risks compound with the presence of soil pollution, in that floodwaters can spread contaminants over land and where hydraulic pressure can release underground soil pollution.

Mitigating all these risks will take a concerted effort, and will impact land use opportunities. A strategic climate adaptation plan for the East Ward is a necessary first step before any significant new development. Such a plan will evaluate and weigh the costs and benefits of future development in the flood zone with funding for protection measures in floodprone areas. The East Ward Strategic Climate Adaptation Plan needs to include a realistic implementation roadmap and funding strategy and should precede a flood resilience zoning overlay.

Many people lost their vehicles during Ida flooding - we must take action as a community to reduce our flooding.

-Timisha, Facebook Live event (February 2022)



Climate Vulnerabilities

- Industrial Zones
- Extent of Flooding, Coastal Surge
- Hurricane Ida Remnants
- Other Storms Remnants
- Groundwater Contamination Areas

^ FIGURE 82 **East Ward Climate Vulnerability**

Source. City of Newark, FEMA, Resilient New Jersey, State of New Jersey

The East Ward is the most vulnerable to flooding from storm events, sea level rise, and flooding; and it is simultaneously the area of the city with the highest percentage of impervious surface and the highest amount of toxic and polluted sites. A strategic climate adaptation plan for the East Ward can weigh all these factors when making recommendations about how and where to develop in such a high-risk zone.



Key Pillar Actions:

- Complete additional mapping of the park system as it relates to demographics, the distribution of specific recreation amenities, walksheds, and potential sites for enhancement and acquisition
- Conduct park-by-park inventory and assessment that evaluates each park on specific criteria in the categories of access, physical condition, program mix and functionality, and comfort and safety
- Evaluate existing recreation programming and participation, and a survey of recreation offerings provided by other agencies
- Assess recreational needs based on demographics and trends and based on additional community engagement, ideally including a statistically-valid survey
- Assess current maintenance practices, and recommended maintenance standards
- Recommend program of improvements to existing parks and acquisition priorities for new parks (if any), including rough order-of-magnitude costs and phasing
- Conduct financial analysis that accounts for the total cost of ownership of parks, including development, maintenance, and lifecycle replacement
- Create a financing strategy
- Complete a detailed walking/cycling access analysis to identify physical barriers in getting to and from parks
- Conduct an accessibility audit of its Newark's parks to better understand the physical and visual barriers that can be reduced
- Establish a classification system that describes each "type" of park, and defines what that park type should offer
- Identify additional resources required to maintain parks and programs
- Acquire additional resources and capacity in order to enable the parks
- Conduct inspections on a frequent and recurring basis to ensure quality and maintenance
- Create permit flexibility and a mechanism for distributing indemnification across entities for outdoor activities, street activations and other uses
- Identify recreation needs and trends
- Adjust and enhance recreational programming at Newark parks and recreation centers
- Develop an awareness campaign of parks and recreation activities, programs, and events

- Identify opportunities to improve the ecological performance of parks
- Make school recreation facilities available for community use during non-school hours
- Collaborate to retrofit school grounds so that they can function like neighborhood parks when school is not in session
- Collaborate on development of new parks and schools, so that they are designed from the beginning to function as a cohesive whole
- Retrofit the streetscape along certain commercial and cultural corridors in the city to encourage temporary activation with food vendors, artisan markets, and similar uses
- Add mobile tree nursery boxes to temporarily and flexibly activate parks, sidewalks, plazas, and other public spaces
- Explore parklets, streeteries, and other forms of structured meeting spaces in Newark's streets to expand public spaces in the city as a lasting addition to enhance Newark's streets
- Establish defining characteristics for both minor (neighborhood) and major (downtown) mobility hubs
- Classify Newark Penn Station and Broad Street Station as mobility hubs, and identify gaps that need to be improved to have them meet the standards for major mobility hubs
- Identify vacant city-owned land parcels in each ward that could be used to develop neighborhood mobility hubs
- Choose one location in each ward to pilot a mobility hub
- Install lighting on all overpasses and underpasses to improve safety for pedestrians and cyclists
- Reduce speed limits on local streets to 25 mph
- Implement Traffic Calming techniques on stretches of roadway where pedestrian activity is high or incidents of speeding are frequent
- Conduct a study on feasibility of Accessory Dwelling Units in Newark
- Expedite the transfer of city-owned properties into the Land Bank
- Streamline process of readying properties for public bid by prequalifying contractors, vendors, and buyers
- Market the Land Bank to Newarkers and build capacity for more Newarkers to participate in property transfers and ownership opportunities



image: City of Newark



Newark is a City of Families

Newark is a city of families — traditional and nontraditional — putting down roots and thriving.

Goals

- 1 Ensure housing security for Newark families.
- 2 Improve the quality of Newark's building stock.
- 3 Enable Newarkers of all ages and abilities to safely move around the city.
- 4 Significantly expand Newark's tree canopy to help air quality, heat, and stormwater capture.
- 5 Expand access to resources for healthier living.



Policy recommendation with land use implications - see Appendix I



Policy recommendation to advance social and/or environmental justice

4.1

Ensure housing security for Newark families.

Newark is proud to be a city of multigenerational families. The macro-economic investment forces, cost of construction, rising rents and plateauing incomes are making it increasingly difficult for families to stay in the city. The city must strengthen the enforcement of its development agreements and Inclusionary Zoning Ordinance, as well as implement and track the City's Housing Goals.



*Master Plan Highlight

4.1.1 Operationalize Mayor Baraka's Housing Goals.

Ensure all Newarkers have access to safe, decent, and affordable housing, to ensure that our city continues to be a vibrant gateway to the opportunities of the region for all, regardless of income, race, ethnicity, or immigration status.

We need to make sure the benefits [of redevelopment] serve the people who have stayed in Newark all this time. We cannot let people be pushed out.

-Cynthia, Facebook Live event (Feb 2022)



image: USVO



Mayor Baraka's Housing Goals

1. Add 3,000 new homes across all five wards by 2026; and 8,000 homes by 2032

- Thoughtful zoning changes that increase the permitted density through comprehensive planning process.
- Maximize incentives like tax abatements to facilitate development that would not happen otherwise
- Issue RFPs on city-owned land for development of new homes
- Streamline and digitize the city's development review process

2. Fund the creation or preservation of 6,600 affordable homes by 2026, prioritizing affordability at or below 30% AMI

- Leverage formerly city-owned property to create affordable units through Redevelopment Agreements and the Land Bank
- \$20M investment in Affordable Newark initiative to fund deeper affordability (30% of AMI and below)
- Increase compliance with the Inclusionary Zoning Ordinance
- Ramp up rent-control outreach and compliance
- Layer financing from federal, state and city sources to increase the depth of affordability and number of units

3. Convey all city-controlled vacant properties by 2026, with at least 30% affordable units

- Redevelop and sell properties through the land bank
- Require maximum affordability in all redevelopment agreements
- Auction properties where development of affordable housing isn't feasible

4. Support 1,500 new and 200 existing low- and moderate-income homeowners by 2026

- Section 8 Homeownership program
- Live Newark closing costs and employee assistance grants
- Live Local homeownership program
- Move-in Ready program
- Pro Newark/Resident Advantage program
- Live Newark façade improvement program
- Self Sufficiency Program
- Financial and homeownership counseling from partner organizations

5. Support 10,000 vulnerable or unsheltered households annually by 2026

- Promote rent control compliance
- Disburse federal emergency rental assistance funds
- Provide temporary and transitional housing
- Provide supportive services to special populations
- Provide legal services to tenants at risk of eviction through OTLS
- Counseling from partner organizations

NEWARK CELEBRATION

Newark's Section 8 Homeownership Conversion

The Section 8 Homeownership Program is funded by the U.S. Department of Housing and Urban Development (HUD). In Newark, main focus is on investing in existing neighborhoods, using local MWBE contractors and helping build community wealth for Newarkers. Along with Invest Newark, the City uses properties that were transferred from the Department of Economic and Housing Development to the Newark Land Bank to help first time homebuyers complete their purchase using Section 8 vouchers. In addition, Invest Newark provides funds for development costs which create more equity for homeowners and create local construction jobs. Through a lottery process, to date the City of Newark has successfully supported 8 eligible families to become homeowners through this program.

Policy Pivot

The Model Neighborhood Initiative program in the West Ward coordinated activities for development and made land available to local developers for the creation of housing. The City could launch a similar program in more Wards to concentrate Housing Trust Fund grantmaking and providing low-cost land to local minority developers.

4.1.2 Provide widespread resources to promote homeownership and expand first time homebuyer programs.

Live Newark's "Home Closing Cost Program" provides down payment and/or closing cost assistance for the purchase of an owner-occupied residential property. These zero interest loans are forgiven if the resident continues to occupy the residence for 5 years after the loan has closed.

Expand Newark's Section 8 Homeownership Conversion program. This program brings together Invest Newark, Newark Housing Authority, and the City of Newark to convert Section 8 rental vouchers into homeownership vouchers via the redevelopment of abandoned public property.



KEY RECOMMENDATIONS

- Expand Newark's Section 8 Homeownership Conversion program
- Expand the Model Neighborhood Initiative (MNI) to other priority neighborhoods that are in end of affordable housing and investment



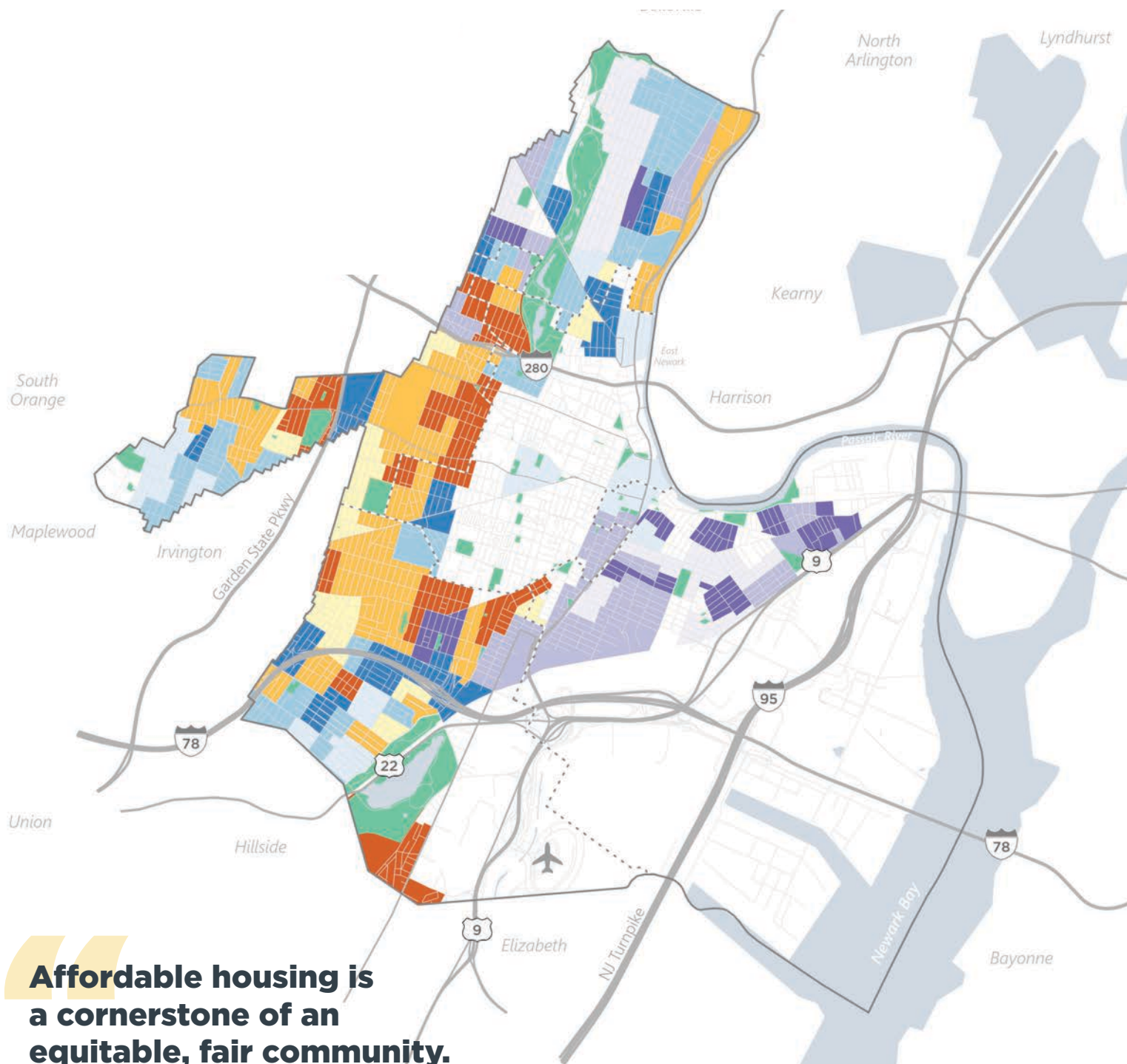
4.1.3 Include bigger housing units in new developments to accommodate large families of different cultures.

While the need for affordable housing is severe and widespread, a study by Rutgers CLiME shows that the need is more profound for 2+ bedroom units. For developments that receive public subsidy, a minimum of 30% of total units should be designed and built for large bedroom units (2+ bedrooms).



KEY RECOMMENDATIONS

- Reserve a minimum of 30% of total units for large bedroom units (2+ bedrooms)



Affordable housing is a cornerstone of an equitable, fair community.

-Stacy, Facebook Live event (Feb 2022)

Market Value & Displacement Risk

	Strong Market	Middle Market	Weak Market
High Pressure	Dark Purple	Dark Blue	Dark Red
Stable Area	Medium Purple	Medium Blue	Medium Orange
Lagging Market	Light Purple	Light Blue	Light Yellow

FIGURE 83 2022 Market Value Analysis and Displacement Risk Ratio (DRR)

Source. *The Reinvestment Fund, City of Newark*

Market Value Analysis (MVA) can help identify strengths and weaknesses in residential real estate markets. Displacement Risk Ratio (DRR) data helps to measure housing stress by analyzing affordability for long-term residents. When MVA data is cross-referenced with DRR, zones of the highest vulnerability to displacement (shown here in deep orange) can be identified and prioritized.

4.2

Improve the quality of Newark's building stock.

To further uphold the pillar of strong Newark families, we must improve the quality of Newark's building stock which is some of the oldest and most outdated in the state and can contribute to the detriment of population health – impeding pursuit of household wealth.



4.2.1 Implement a facade improvement program and promote the reuse of vacant neighborhood storefronts for entrepreneurs and small-scale makers.

Many of Newark's commercial/cultural corridors were struggling before the COVID-19 pandemic. Towards the resilience of Newark neighborhoods, we must rethink goals for these corridors – prioritizing wealth building, expedient tenancy, remote work, and cultural retention.

Live Newark (administered by Newark Alliance) includes a home façade improvement program designed to create a sense of pride of ownership, preserve/increase the value of residential properties, and beautify neighborhoods. It provides up to \$20,000 no-interest forgivable loans for owner-occupied homes. The loans may be used for repairs or improvements to the property's exterior which are intended to beautify the community and may also satisfy code violations or threats to the health, safety and welfare of the occupants or the surrounding community. Over a five-year period, 20 percent of the loan is forgiven for each full year in which the recipient has lived in the home. The City of Newark should explore a façade improvement program for small businesses to improve the appearance of its commercial corridors – leveraging recently acquired ARPA dollars and future funding sources.

Additionally Newark's Live Local program provides one-year incentive for eligible participants to renovate homes in a designated program incentive area. For example, NJIT provides up to a \$3,000 allowance to qualifying employees/residents towards the cost of housing, and eligible homeowners can receive up to \$7,000 from the Newark Alliance for approved exterior improvements to their primary residence.



KEY RECOMMENDATIONS

- Explore a façade improvement program for small businesses to improve the appearance of its commercial corridors

4.2.2 Address vacancy and blight by expanding the city's vacant building ordinance.

Currently Newark requires all foreclosed and vacant properties to register with the Department of Economic and Housing Development (EHD). Expanding this ordinance to include vacant storefronts (partial vacancy) will incentivize property owners to activate street life and increase funding for EHD to implement targeted enforcement.



KEY RECOMMENDATIONS

- Expand the vacant property registry to include vacant storefronts (partial vacancy)



4.2.3 Incentivize retrofits of existing buildings for energy efficiency, indoor air quality, and lead abatement.

Expand the Live Newark program to include energy efficiency, indoor air quality, and lead abatement grants to owner-occupied homes. Additionally, include green roofs, smart rain barrels, and greening where possible to conserve water and improve building energy efficiency. The city of Newark should work with key partner organizations, including utilities and the Department of Health & Community Wellness and its partners to streamline public education and leverage resources available to different sectors providing “green and healthy homes” and related services. Activities may include the development of a single online portal that aggregates information regarding local, state and federal opportunities to lower residential/commercial energy and water bills, as well as ameliorate health and safety concerns in older buildings. In doing so, we hope to ensure increased access to funding and financing programs related to energy and water conservation, energy efficiency, alternative/ distributed energy, contamination reduction, and relevant equipment upgrades & replacement programs.


“We should turn our abandoned properties into affordable housing.”

-West Ward Community Workshop (June 2022)

4.2.4 Expand home weatherization program, including target outreach to eligible property owners.

Expand the Live Newark program to administer New Jersey Department of Community Affairs Weatherization Assistance Program in home weatherization grants to qualifying Newark households. Financial grants are provided to low-income households, community-based agencies, and elderly to weatherize their homes, improving their heating system efficiency and conserving energy. Additionally, the city should require partial or complete air conditioning as requirement for building inspections / certificate of occupancy sign off.





"We need to invest in building the capacities of our families to support young learners."

-Community Workshop (May-June 2022)

"In the future, Newark is a city where transportation is fast and reliable, green space is abundant and accessible to all, housing is green and affordable, infrastructure is resilient and resource-efficient, healthy food is available and the sense of community is strong."

-Vision Survey

(November 2021-January 2022)

South Orange Avenue reimagined

South Orange Avenue in the West Ward is a major connector from Downtown through some of Newark's most populated neighborhoods, with heavy through-traffic limiting walkability.

Traffic calming with narrower streets and robust crosswalks, and streetscape greening with trees and stormwater infrastructure, will help nearby families feel more safe and comfortable to walk along South Orange Ave and cross safely on their way to nearby schools, parks, recreation centers, and shopping districts.

Nearby residential areas could receive home weatherization improvements and possibly even increase density with Accessory Dwelling Units, while infill mixed-use development can help provide additional housing opportunities for Newark's growing and diverse population.

HOME WEATHERIZATION

MIXED USE INFILL

HOMEOWNERSHIP OPPORTUNITIES

FRESH FOOD ACCESS

BLUE/GREEN ROOFS

YOUTH-CENTRIC SPACES

POCKET PARK DEVELOPMENT

STORMWATER INFRASTRUCTURE



^ FIGURE 84 S Orange Ave today

Source. Nearmap

I'd love more buses to ride up South Orange Ave, with benches and coverings at bus stops and dedicated seats or even a separate shuttle for seniors.

-West Ward Community Workshop (June 2022)

4.3

Enable Newarkers of all ages and abilities to safely move around the city.

Safer streets in Newark should begin with a Vision Zero plan, focus on problematic intersections, promote alternative modes of transportation, and protect school-age children.

*Master Plan Highlight

4.3.1 Create, adopt, implement, and enforce a Vision Zero policy and plan.

Vision Zero is a global approach to transportation that establishes the goal of achieving zero fatalities on roadways – making human life the priority rather than vehicular throughput. The 2016 City of Newark Pedestrian and Bicycle Safety Action Plan set a short-term goal of adopting a Vision Zero policy. In addition, the action plan recommended the creation of a Transportation Safety Committee that includes representatives from city government, community groups, the business community, colleges, Essex County, NJDOT, and the NJTPA. The goal of this committee is to advocate, guide, and provide recommendations.

Enacting a Vision Zero policy provides an avenue for funding as well as a driver for ensuring the development of a plan and subsequent roadway improvements. A Vision Zero plan creates a roadmap for the city to address safety issues on its roadways, and typically includes a toolbox to aid in quick design and implementation of various safety elements.

An annual citywide Vision Zero report helps keep track of progress – both in terms of implementing actions and in terms of tracking their effectiveness. Many Vision Zero policies are low cost, and Newark has already done a lot of the work to prepare for the implementation of a Vision Zero Action Plan. In 2016, the city completed the Newark Complete Streets

Design Guidelines and Implementation Plan. While this isn't a Vision Zero Action Plan, it does contain many relevant elements. The Complete Streets Plan contains detailed design guidelines for pedestrians, bicycles, roadway and vehicles, streetside features, and intersections.

Developing a Vision Zero Action Plan is a crucial component of making Newark's streets safer and can be largely completed by pulling together and updating work already done by and for the city. Between 2016 and 2021, 7,153 people were injured on Newark's roads. Vulnerable road users – pedestrians and cyclists – made up 1,018 of these. No Newarkers health and safety should be forfeit to the transportation system. Vision Zero will help create a safer future on Newark's roads.



KEY RECOMMENDATIONS

- Develop and adopt a Vision Zero policy and action plan for Newark
- Implement and monitor the Vision Zero action plan

NATIONAL CASE STUDY



^ Jersey City's streets undergoing a Vision Zero initiative

Jersey City Vision Zero

In 2018, Jersey City adopted a Vision Zero initiative and created a Vision Zero Task Force to draft an action plan. The Task Force is made up of transportation officials, public safety officers, and members of the public, and the Vision Zero Action Plan aims to eliminate traffic-related death and serious injuries on Jersey City streets by 2026. In 2019, the Action Plan was adopted by Jersey City Municipal Council Resolution and sets for 77 specific actions that act as a blueprint for reaching traffic safety goals.

By 2020, Jersey City had advanced or completed 58% of the Actions set forth in the plan. In that same time, the city has seen a 43% reduction in pedestrian fatalities from 2018.



^ Wide streets with fast traffic and trucks are treacherous for pedestrian crossing

Pedestrian & Bicycle Safety Action Plan

The 2016 Pedestrian and Bicycle Safety Action Plan used data from 2009–2013 to identify the top 10 high crash intersections for pedestrians and cyclists within Newark:

1. Broad Street and Market Street
2. Market Street and Mulberry Street
3. Bergen Street and 12th Avenue
4. Ferry Street and Monroe Street
5. Raymond Boulevard and Raymond Plaza East
6. Walnut Street and McWhorter Street
7. Ferry Street and Adams Street
8. Raymond Boulevard and Mulberry Street
9. 7th Avenue and Colonnade Place
10. Market Street and Raymond Plaza East

The focus on pedestrians and cyclists is because they are the most vulnerable users of any roadway. If we can make things safer for the most vulnerable users, then the roadway becomes safer for everybody.



^ Market Street at Penn Station is an unsafe and uncomfortable streetscape environment, despite being a major point of entry into the city

4.3.2 Implement interventions on intersections that have the most fatalities.

Intersections are the most common places for collisions, and subsequent injuries and deaths, to occur. This is because intersections present drivers with the largest number of decisions while at the same time putting them in conflict with the greatest number of other roadway users. Decisions take up mental energy, reducing a driver's ability to anticipate, notice, and react to other users. Conflict points are where the pathway of roadway users overlap. The three key solutions to increasing safety are:

- Reduce the number of decisions roadway users need to make;
- Reduce the number of conflict points;
- Reduce speeds to minimize damage, with the knowledge that there will be collisions due to unavoidable decisions and conflict points.

Road Safety Audits (RSAs) should be conducted at high crash intersections on a regular basis, as well as at intersections that are identified as unsafe by communities. RSAs are formal safety examinations of intersections by an independent, multidisciplinary team. The team uses their expertise to qualitatively estimate and report on potential road safety issues and identify opportunities for improvements in safety for all road users.



KEY RECOMMENDATIONS

- Conduct RSAs at the top 10 high crash intersections, and other intersections identified by communities as dangerous
- Implement safety measures in accordance with findings from the RSAs (the Newark Complete Streets Plan can be used for design guidance)



**The roads are not safe.
Install speed bumps and
ban large trucks in my
neighborhood.**

-Participant at South Ward Community Workshop
(May 2022)

Key Safety Issue Points

- Dangerous Local Roads
- High Crash Intersections

FIGURE 85 Key Safety Intersections

Source: City of Newark, Arup

The highest crash intersections tend to be clustered around Penn Station, but the top dangerous local roads are spread throughout the city, largely in the South, Central, and West Wards. Targeting these areas for road safety audits can help identify specific improvements to make first to ensure fewer fatalities for drivers, pedestrians, and cyclists.

*Master Plan Highlight

4.3.3 Implement and enforce Complete Streets projects on major corridors.

Newark's major corridors are the lifeblood of the city, allowing people to travel between neighborhoods and providing locations for local businesses to thrive. Safety, mobility, comfort, and beauty need to be prioritized along these corridors, and complete streets strategies are the best method to do this.

Complete Streets are designed to ensure that people of all ages and ability can safely move along and across streets in a community, regardless of how they are traveling. A complete street can include space for bikes, bus lanes, bus shelters, trees, parklets, scooter corrals, outdoor dining, school crossings, and other features that make streets accessible and livable.

Often, the width of a roadway is the limiting factor for implementing complete streets. Each element of the roadway, and each user group (driver, pedestrian, cyclist, bus rider), needs sufficient space to be able to function correctly. Roadways in Newark should be inventoried to determine what roads could be pilots of complete streets based on their widths.

Another way to determine which roads to pilot complete streets on is safety. The following corridors are the top 12 corridors where deaths occur on City of Newark roadways, and are recommended corridors to pilot complete streets treatments on:

- Broad Street
- 1st Street
- Court Street
- Elizabeth Avenue
- Avon Avenue
- Raymond Boulevard
- Ferry Street
- Clinton Avenue
- 14th Avenue
- Hawthorne Avenue
- Spruce Street
- Bergen Street

Complete streets use design strategies to ensure people of all ages and abilities can safely move along and across streets in a community, regardless of how they are traveling. A complete street includes space for bikes, bus only lanes, full bus shelters, scooter corrals, outdoor dining, street trees, and many other features that make streets more accessible and livable.

Newark Complete Streets

The 2016 Newark Complete Streets Design Guidelines and Implementation Plan is a ready-made resource for providing the kind of roadway upgrades the city needs. The Design Guidelines were developed after the City of Newark formally adopted a Complete Streets Policy in 2012.

Bergen Street is a good example of a potential pilot for complete streets in Newark. From Lyons Avenue to Renner Avenue, Bergen Street is lined with businesses and homes. It is also home to two bus lines, Route 39 and Route 99, and provides a north/south link for bicyclists to access the city without traveling into the central business district. This road is over 50 feet wide, but only provides space for cars. There are few stop lights or signs to reduce the speed of vehicles traveling along the roadway, and high speeds are only further encouraged by the wide roadway. At the intersections with traffic lights, there are rarely pedestrian signals provided. All of these improvements could be made through a complete streets pilot project.



KEY RECOMMENDATIONS

- Implement complete streets measures along the 10 high crash corridors listed
- Identify areas with high pedestrian activity or significant community safety concerns for complete streets implementation
- Implement complete streets around transportation hubs, schools, transit stops, and business corridors
- Identify roadways within Newark that could serve as complete street pilots based on their width



image: WRT

Newark's streets need to be designed for pedestrians, bus riders, and cyclists, not just cars

*Master Plan Highlight

4.3.4 Expand bike lane network for Newarkers to increase equitable access to alternative modes.

Newark's bike network provides North/South connectivity via Irvine Turner Boulevard and Norfolk Street. However, Newark lacks adequate connected and protected bike lanes to meet bike demand throughout the city, especially for East/West connections. Cycling has a demonstrated positive impact on health, equity, the economy, and other aspects of daily life. Beyond cycling, bike lanes provide safe infrastructure for other modes of active mobility like electric scooters, wheelchairs, and other wheeled or motorized forms of individual transport.

An expanded bike network provides an alternative to the car and the bus that is critical for low-income Newarkers, non-car owners, and children who need to safely move around the city. Bike+Ironbound provides a toolkit of possible bike facilities that can be implemented around the city. Many bike facilities are low cost, and can be easily piloted with a set of traffic cones or some paint.

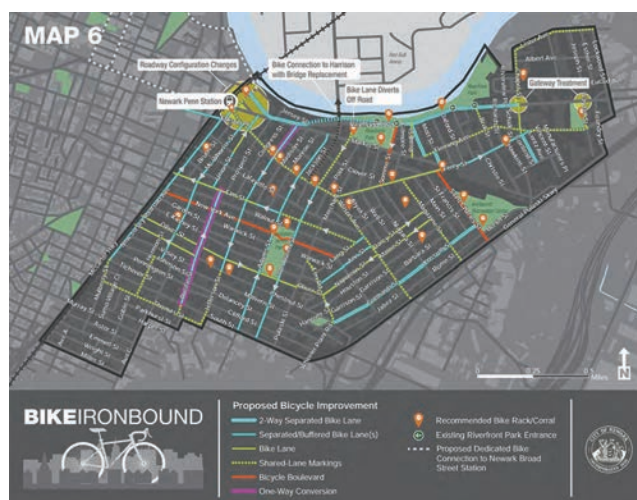
The proposed network of Bike+Ironbound is a perfect start for determining which streets should have bike infrastructure, and should subsequently be expanded to incorporate the entire city. Data from the Bike and Scooter share program also provides an excellent starting point for determining where bike infrastructure is most immediately needed. Cross city corridors such as Springfield Avenue, South Orange Avenue, Market Street, Clifton Street, Bergen Street, Irvine Turner Boulevard, Clinton Avenue, and Bloomfield Avenue have immediate demand for safe and consistent bike infrastructure.

Bike priority corridors should differ from transit and pedestrian priority corridors. This ensures that the benefits of safe streets are spread out between many corridors, and also reduces the conflicts between vulnerable roadway users.



KEY RECOMMENDATIONS

- Expand the Bike+Ironbound plan to incorporate the whole city
- Create a connected citywide bike network with special focus on East/West connections
- Develop a citywide bike infrastructure implementation plan to guide the funding and installation of a bike network



^ Bike+Ironbound Plan



Potential Bike Network

- Existing Bike Lanes
- - - Proposed Bike Infrastructure

✓ FIGURE 86 Potential Bike Network

Source: City of Newark, Arup

Proposed Bike Infrastructure can take many forms - depending on roadway geometry, vehicle volumes, and traffic speeds. Protected bike lanes, shared bus/bike lanes, and bike boulevards are all acceptable forms of bike infrastructure.

The proposed roadways shown are examples of how to fill in the network and create robust connections throughout the city. These are based on cyclist volume data, and have not gone through a robust design process. A bike network plan should be created to ensure the proposed roadways are suitable for bike infrastructure.

4.3.5 Address safe routes to schools and parks with focus on pedestrians safety and ADA access.

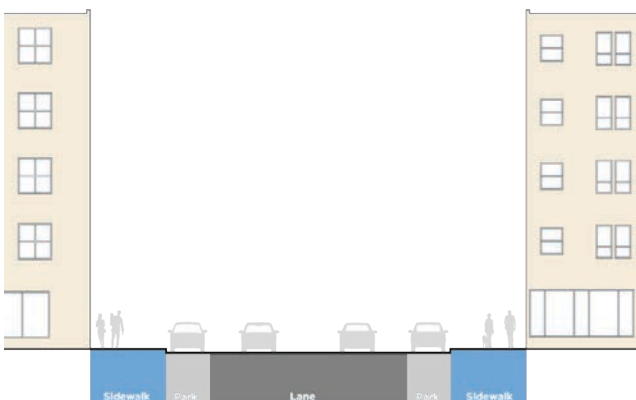
Safe routes to schools are perhaps the most important element of a safe roadway network. Newark's children are also Newark's future, and their safety is paramount to the health and growth of the city. Strategies to reduce the risk to children must be rolled out in the quarter-mile radius surrounding schools. The quarter-mile radius is chosen because it represents an approximately 5-minute walking time, and creates a safe buffer around a school for drivers and pedestrians to become aware of their surroundings and reduce speeds. It is recommended that Newark implement a Safe Routes to School program using the "6 E's" framework to identify needs and structure goals and activities. The "6 E's" are engagement, equity, engineering, encouragement, education, and evaluation.

Equity considerations are important when developing safe routes to schools programs. Programs should address health disparities and power imbalances that lead to generational economic, education, and health hardships. Ensuring safe routes to schools initiatives benefit all demographic groups, with particular attention to creating safe, healthy, and fair outcomes for low-income students and students of color, will begin to repair generational injustices.



KEY RECOMMENDATIONS

- Reduce speed limits by 10 mph around schools
- Implement safe crossings for a quarter mile around schools
- Implement traffic calming strategies for a quarter mile around schools



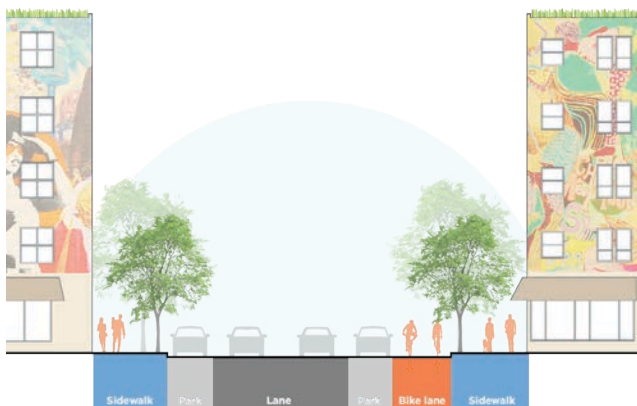
Option 1: Dedicated Bus Lanes

- ^ Existing streets in Newark tend to have wide travel lanes and street parking on either side, but could be retrofitted in any of the following configurations for safe & multimodal functions

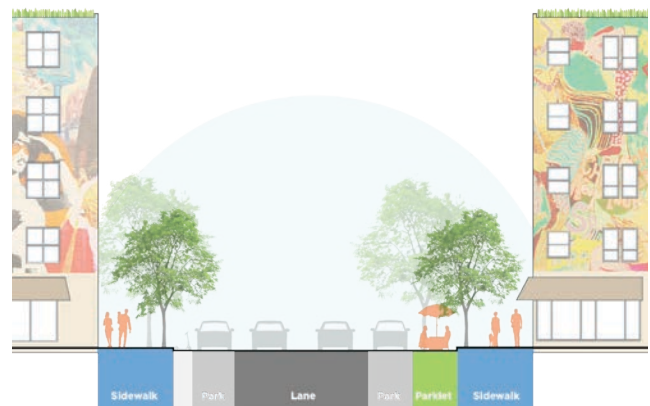
Safe Route Partnership

Safe Route Partnership provides the following best practices for engineering improvements that can be made to roadways:

- Reduced speed limits – reduced speed limits exponentially increase the chances of a pedestrian surviving a collision with a driver. A reduction of just 10 mph can increase the chance of survival 50-75%
- High visibility signs – high visibility signs at crosswalks alert drivers to the potential of pedestrians, especially children, crossing the road. Equipping signs with flashing lights provides even more visibility
- Pedestrian signals (HAWK) – pedestrian signals stop traffic to expressly prioritize the movement of pedestrians. HAWK signals are only activated when a pedestrian is waiting to cross, allowing traffic to continue uninterrupted otherwise
- Elevated crosswalks – elevated crosswalks raise the visual prominence of pedestrians and force drivers to slow down when entering and exiting an intersection
- Speed humps – speed humps maintain low speeds between intersections by causing discomfort and potential damage to vehicles if driven over at high speeds
- Truck routes – truck routes should never pass through a school zone. Trucks have unique visibility problems and an inability to stop on short notice, as well as significant noise and air pollution concerns



Option 2: Dedicated Bike Lanes



Option 3: Parklets/Green Infrastructure

Potential Streetscape Retrofits:

- | | | |
|------------|-------------|----------------|
| ● Sidewalk | ● Bike Lane | ● Parking Area |
| ● Bus lane | ● Parklet | ● Travel Lane |

4.4

Significantly expand Newark's tree canopy to help air quality, heat, and stormwater capture.

Improving air quality requires a combination of local initiatives and state- or even region-wide coordination to address sources of pollution and ramp up efforts to mitigate and filter pollutants. While the most effective strategy is to eliminate pollution generation at the source, measures such as strategic land use planning, expanded landscape buffers between highways and neighborhoods, and citywide greening efforts can all contribute to a healthier outdoor environment for Newarkers.



*Master Plan Highlight

4.4.1 Develop and support a citywide tree planting initiative.

Stewarding a robust tree canopy for Newark is a multi-decade process that requires planning, buy-in, coordination, and maintenance to ensure success over the long term. Street trees thrive when they are given adequate space to establish and grow, are protected from soil compaction, and cared for with regular pruning and maintenance. This demands collaboration of city agencies, utility staff and contractors who work in the right of way, and citizens to care for and nurture over time. Given the existing gaps and limitations in the tree canopy [Newark tree cover = 7.9% vs. Essex County 40.3%], multiple initiatives are needed to effect citywide change, including establishing priority areas for planting, expanding planting requirements for new development, creating design standards for tree planting, and developing a list of preferred tree species which considers criteria such as canopy structure / robustness, climate resilience as Newark warms, and longevity. At the same time, interagency coordination and enforcement is key to protect the existing canopy, ensure any tree removals are replaced in kind, and ensure regular pruning and

maintenance. The Department of Public Works will develop a criteria for street tree removals.

The creation of a citizen pruner training program can enable more residents to participate in care of the tree canopy without unique approvals from the department, while the creation of local tree nurseries can ensure a supply for generations to come.



KEY RECOMMENDATIONS

- Develop city-wide tree planting initiative
- Design an inter-agency review and enforcement process for street tree planting and maintenance
- Create a citizen pruner training program
- Conduct an urban heat island and tree canopy analysis in order to determine priority locations and feasibility of planting. Build capacity for tree planting and care.

Policy Pivot

There are few items more in-demand in the city than trees in the neighborhoods – they provide shade, reduce heat and beautify streets. However, their planting and maintenance require steady funding and operations. A study and additional capacity in the Sustainability Office to manage the Tree Fund and maintain plantings across Newark should be implemented in a deliberate way based on a study that can indicate priority areas.

Critical Infrastructure and Vulnerability Areas

- Childcare Centers
- Schools
- Hospital-Medical Centers
- Polluting Infrastructure
- Socially Vulnerable Areas of High Heat and Lack of Access to Green Areas
- Areas of No Access to Green Space
- Air Quality Buffer for Highways
- Tree Canopy



^ **FIGURE 87 Citywide Tree Planting Priority Zones**

Source. City of Newark, State of New Jersey Social Vulnerability Index, ONE Architecture & Urbanism

Industrial areas and heavy polluters like highways are often in close proximity to vulnerable assets like schools, hospitals, and child care centers. A concerted citywide tree planting initiative and other air quality improvement initiatives can help buffer these effects, especially along highways and in the most socially vulnerable neighborhoods.

4.4.2 Create landscape buffers to protect communities from highways and sources of pollution.

Regional transportation corridors are essential to move people and goods but are at the same time a significant burden and threat on the communities that surround them, as well as a major source of greenhouse gas emissions. While I-78 in the South Ward has trees planted along its edges, most Newark highways cut directly through neighborhoods with limited if any buffer for trees. Planted buffers with trees and shrubs filter and reduce airborne pollutants, lower surrounding air temperature, improve health outcomes and community livability, and reduce highway noise. These buffers are even more critical in areas where schools are located near highways and outdoor play areas are directly impacted by vehicular emissions.



4.4.3 Identify and mitigate point source pollution from heavy industry and energy infrastructure.

Newark's energy generation, sewer, port, and airport facilities and infrastructure drive the economy of the whole region but disproportionately burden Newark residents with pollution and air quality impacts. They are also the core of an industrial cluster that produces minor air quality impacts across the city and region. In addition to collaboration with state and federal partners to regulate and limit sources of pollution, the city should incentivize air quality improvements through a mix of economic incentives such as subsidies, fees, and standards that encourage polluters to reduce emissions.

< Landscape buffers can not only help with air quality from pollution, but also create public assets like Wilmington Park at the Port of Los Angeles, which buffers industrial uses while also creating important public recreation space.



Legend

Levels of CO2 Emissions Annually

- More than 1,000,000
- 250,000 - 1,000,000
- 100,000 - 250,000
- 10,000 - 100,000
- Less than 10,000
- Other Minor Sources

Social Vulnerability Index

- 0.95-1 (high)
- 0.85-0.95
- 0.75-0.85
- 0.65-0.75
- <0.65 (Moderate)

FIGURE 88 **Annual CO2 Facilities Emissions (1000 tons / year)**

Source: NJDEP, ATSDR / CDC, NJGIN

Almost all of Newark has high social vulnerability; however, some particularly vulnerable populations reside in close proximity to heavy CO2 emitters like power generating stations and other infrastructure. Additional heavy emission industries should be restricted from siting near these zones of vulnerability.

4.5

Expand access to resources for healthier living.

Newark facilities and businesses enable efficient food distribution across the whole region, yet many of these businesses are in areas close to the Port of Newark that face climate risks from coastal and rainfall flooding – or along transportation corridors that are similarly vulnerable to inundation. Regional food security depends on the resilience of the Newark-based distribution network. Creating opportunities for a decentralized, citizen-grown food network can support the goal of making fresh fruits and vegetables both accessible and affordable to a broader subset of Newarkers while advancing many of Newark’s climate goals, from reducing transportation requirements to contributing to carbon sequestration to reducing urban heat island and stormwater flooding. In the face of a changing climate, local food production can help ensure more Newarkers remain food secure when shocks disrupt the global supply chain.

Additionally, a smaller neighborhood network of community healthcare facilities can help local access, enabling every Newarker to have a health center close to home.



4.5.1 Designate and support urban agriculture zones within each ward.

Urban farming and community gardens have a rich history in Newark as spaces of affordable food production and community connection and development. Expanding the network of community-led gardens and farms can find opportunity at multiple scales, from the installation of a few raised beds in residual open space at community facilities and schools up to the transformation of vacant lots for productive use. Newark has more than 2,500 vacant lots, many of which exist in parts of the city that currently lack open space. The State’s Green Acres program offers a valuable source of funding to secure open space and create recreational assets, which can include community gardens. Green Acres funding ensures protection of open space in perpetuity. Meanwhile, installing food production gardens in schoolyards is a starting point to incorporate food literacy into school curricula, reactivate unused spaces, create opportunities to green schoolyards, and contribute to nourishing school lunches.



KEY RECOMMENDATIONS

- Expand the network of community led gardens and farms
- Install food production gardens in schoolyards

We need more CSAs (Community Supported Agriculture) and education on them and the value of our own backyard farms.

-Participant, West Ward Community Workshop
(June 2022)



IMAGE Dean Bottom Farm

image: Ironbound Community Corporation



4.5.2 Create and incentivize neighborhood-based fresh food access/grocery stores.

As the pandemic has made clear, local access to fresh food and groceries contributes to neighborhood and family health. Especially in a city where more than one in three households does not own a car, food deserts and access to fresh food more generally can represent a major challenge. Expanded commercial zoning and the creation of overlay districts for fresh food businesses can help facilitate the expansion of grocery stores to underserved neighborhoods by offering incentives such as increased density or decreased parking requirements for developments that include grocery-related businesses. In addition, mobile food vending programs like New York City's Green Cart initiative create pathways toward licensing and deploying vendors to sell whole fruits and vegetables in hard-to-reach parts of the city.

4.5.3 Create and incentivize neighborhood-based health clinics.

The pandemic has also taught us the importance of accessible neighborhood healthcare facilities and pharmacies (testing, vaccination centers, etc.). The city currently operates six federally qualified health centers. Land use changes will facilitate the development of additional community health centers so that every Newarker is within a 15-minute walk of accessible, life-saving healthcare.



image: City of Newark





Key Pillar Actions:

- Add 3,000 new homes across all five wards by 2026; and 8,000 homes by 2032
- Fund the creation or preservation of 6,600 affordable homes by 2026, prioritizing affordability at or below 30% AMI
- Convey all city-controlled vacant properties by 2026, with at least 30% affordable units
- Support 1,500 new and 200 existing low- and moderate-income homeowners by 2026
- Support 10,000 vulnerable or unsheltered households* annually by 2026
- Expand Newark's Section 8 Homeownership Conversion program
- Expand the Model Neighborhood Initiative (MNI) to other priority neighborhoods that are in end of affordable housing and investment
- Reserve a minimum of 30% of total units for large bedroom units (2+ bedrooms)
- Explore a façade improvement program for small businesses to improve the appearance of its commercial corridors
- Expand the vacant property registry to include vacant storefronts (partial vacancy)
- Develop and adopt a Vision Zero policy and action plan for Newark
- Implement and monitor the Vision Zero action plan
- Conduct RSAs at the top 10 high crash intersections, and other intersections identified by communities as dangerous
- Implement safety measures in accordance with findings from the RSAs (the Newark Complete Streets Plan can be used for design guidance)
- Implement complete streets measures along the 10 high crash corridors listed
- Identify areas with high pedestrian activity or significant community safety concerns for complete streets implementation

- Implement complete streets around transportation hubs, schools, transit stops, and business corridors
- Identify roadways within Newark that could serve as complete street pilots based on their width
- Expand the Bike+Ironbound plan to incorporate the whole city
- Create a connected citywide bike network with special focus on East/West connections
- Develop a citywide bike infrastructure implementation plan to guide the funding and installation of a bike network
- Reduce speed limits by 10 mph around schools
- Implement safe crossings for a quarter mile around schools
- Implement traffic calming strategies for a quarter mile around schools
- Develop city-wide tree planting initiative
- Design an inter-agency review and enforcement process for street tree planting and maintenance
- Create a citizen pruner training program
- Conduct an urban heat island and tree canopy analysis in order to determine priority locations and feasibility of planting. Build capacity for tree planting and care.
- Expand the network of community led gardens and farms
- Install food production gardens in schoolyards



image: Lincoln Park Coast Cultural District



Newark is a City of Strength

Newark is a city of strength where systems and infrastructure support the health, safety, and cohesion of Newarkers.

Goals

- 1 Address the legacy of environmental injustice by investing in community development.
- 2 Create capacity to manage stormwater equitably.
- 3 Bridge the digital divide for all Newarkers.
- 4 Leverage the energy transition to build a cleaner, greener, smarter, and more efficient city.
- 5 Expand regional connectivity and recreation networks.
- 6 Improve existing transit infrastructure.



Policy recommendation with land use implications - see Appendix I



Policy recommendation to advance social and/or environmental justice

5.1

Address the legacy of environmental injustice by investing in community development.

Newark will build on a strong legacy of community advocacy and planning by connecting residents, local organizations, and businesses with resources and programs to reduce impacts from disproportionate environmental and health stressors and improve housing conditions, access to employment, educational outcomes.

Green Zones

A Green Zone is a designated area within a city when investment in local environmental and economic health is prioritized and supported. These are typically areas where a community has been heavily affected by local pollution or low-income communities and communities of color have historically experienced unequal health, employment, substandard housing conditions, and education outcomes.

Source. *Communities for a Better Environment*

What is an Environmental Justice Community of Concern (EJCOC)?

An EJCOC is a neighborhood or community, composed predominantly of persons of color or a substantial proportion of persons below the poverty line, that is subjected to a disproportionate burden of environmental hazards and/or experiences a significantly reduced quality of life relative to surrounding or comparative communities.

Source. <https://www.nmhealth.org/publication/view/help/309/>



*Master Plan Highlight

5.1.1 Initiate a Green Zone designation process for communities.

A Green Zone initiative and designation can unlock resources for overburdened neighborhoods or areas that face multiple environmental impacts and vulnerabilities. Establishing a steering committee to evaluate and designate green zones in Newark is the first step to connecting these communities to resources and opportunities. An effective steering committee will combine environmental justice leaders and residents of communities that have historically been excluded from the decision-making process and impacted by environmental, social, and economic vulnerabilities.

Newarkers are fierce and creative fighters against racism, inequality, and social injustices.

-Website Feedback (December 2021)



*Master Plan Highlight

5.1.2 Expand city programs and resources to support Green Zone communities.

Consolidating and formalizing programs and resources for Green Zones goes hand in hand with the designation process to unlock and support the potential for equitable development and prevent displacement. These programs are designed to shift investment and land use decisions and control into community hands and directly address the sources of contamination and blight through restoration of open space assets and green infrastructure installation. They may include both new city-based initiatives (e.g., education initiatives, development incentives, job training programs, or participatory budgeting processes) as well as existing State programs (e.g., Blue Acres, Green Acres, brownfield remediation funds, or SEEDS). A green jobs workforce training program will complement city programs through career track programs such as green stormwater management, renewable energy management, food entrepreneurship, materials reuse, and environmental health protection.



5.1.3 Facilitate housing upgrades to support cost-burdened households.

Environmental justice communities in Newark not only face limited access to affordable housing units but also limited resources to maintain or upgrade housing. Poor weatherization contributes to inefficient heating and cooling and results in high energy costs – an additional burden for both owners and renters. Expanding available resources and existing programs led by local nonprofits can help more Newarkers conserve energy and be comfortable in their homes. With climate change, proper insulation and efficient cooling systems will be key to keeping Newarkers safe and healthy during heat waves as well as reduce stress and peak loading of the energy grid. In addition, housing upgrade programs offer a way to create job training opportunities and new green jobs.

NATIONAL CASE STUDY



^ Greening vacant housing and lots on Buffalo's West Side

Buffalo GDZ

Buffalo's Green Development Zone combines a suite of initiatives to create greener and more affordable housing on the West Side of the city, including the redevelopment of vacant lots. The GDZ was initiated by PUSH Buffalo, a nonprofit community corporation, to target 25 square blocks for environmental and economic sustainability.

Strategies include:

- Creation of a non-profit neighborhood stabilization company to manage development of scattered site affordable housing
- Support for homeowners with weatherization and net-zero retrofits
- Clean and green vacant lots, including creating community gardens and rain gardens
- Creation of a business entity led by youth to sell and distribute organic produce as well as provide job training opportunities
- Install green infrastructure for stormwater management
- Support ongoing advocacy efforts

Source. PUSH Buffalo

5.2

Create capacity to manage stormwater equitably.

Newark, like many other historic East Coast cities, has a sewer and stormwater system that was constructed over a century ago and no longer meets the demands of the present day – nor has the capacity to manage extreme rain events that are becoming more common with climate change. Much of the city utilizes a combined sanitary and stormwater treatment system that becomes overwhelmed during rain events, leading to combined sewer outfalls that impact the health of Newark’s waterways and communities. Detaining or infiltrating rain where it falls can slow stormwater from entering the sewer and take some pressure off the system during cloudburst events. Everyone can play a role in creating a city that can live and thrive with water.



*Master Plan Highlight

5.2.1 Create a phased stormwater fee to fund stormwater infrastructure upgrades.

Newark’s legacy systems require ongoing maintenance as well as strategic upgrades to manage increasing volumes of rainfall during storm events in the coming decades with climate change. Creating a stormwater fee for the city should help fund much-needed sewer system upgrades and green infrastructure investment by leveraging fees from properties that fail to manage stormwater onsite. Stormwater fees are often paired with grant funding for green stormwater infrastructure retrofits, writing green roof density or height bonuses into the zoning code, or other programs and incentives to promote on-site stormwater management. Improved onsite stormwater capture through green infrastructure will create additional benefits, for example reduced urban heat impacts or increased habitat potential.



image: City of Newark

- ^ Industrial land in the East Ward has the highest percentage of impervious paving and also the highest prevalence of flooding

What is a Stormwater Fee?

As is the case with many older cities in the United States, Newark was constructed on land that was previously naturally pervious. Over time, development of the land has increased the area of paved surfaces. These paved, impervious surfaces cannot infiltrate runoff; instead sending stormwater directly to the sewer during rainfall events. Newark's current infrastructure contains both Combined Sewer Systems (CSS) and Municipal Separate Storm Sewer Systems (MS4). Both of these types of systems experience issues with increased runoff, though in different ways.

Combined Sewer Systems direct both stormwater and sanitary waste to the same sewer system. In dry conditions, the sewer sends flow to a wastewater treatment plant and discharges water treated to a regulatorily acceptable standard. In wet conditions, the increased flow can cause a Combined Sewer Overflow (CSO) event, causing untreated flow to discharge into adjacent waterbodies. Approximately 11 square miles of the City of Newark are serviced by a Combined Sewer System.

Municipal Separate Storm Sewer Systems direct only stormwater to the sewer; sanitary collection is provided via a separate system. However, these storm systems send runoff directly to the surrounding waterbodies. This makes pretreatment critical, especially in areas with a high concentration of pollutants of concern.

Both CSS and MS4 have United States Environmental Protection Agency (USEPA) mandates, by which the City of Newark must abide. One of the best ways to mitigate CSO events and stormwater pollutants is via an increased investment in municipal stormwater systems. Stormwater Fees are a dedicated funding source to assist with the planning, operations, and maintenance of these necessary stormwater systems.

Stormwater Fee Structures

There are several different structures for assessing each property's stormwater fee: flat fee, uniform fee, and tiered fee. A flat fee requires customers

within the same customer class to pay the same fee, regardless of the amount of impervious surface on their property. Examples of these classes might resemble zoning classes: residential, commercial, industrial, or institutional. A uniform fee, also referred to as an "ERU" or "equivalent residential unit" fee, is based on the amount of impervious surface each property contains. For example, if 1,000 square feet of impervious surface is considered one ERU, a property with 2,000 square feet would pay twice as much as another property containing only 1,000 square feet. Tiered fee structures place properties into fixed tiers of ERU based on impervious area. The tier placements may be based on measured impervious area or average impervious area by lot size.

Incentive Programs

An optional addition to a Stormwater Fee Program, Incentive Programs provide financial motivation for property owners to mitigate stormwater on their own acreage.

Precedent in NJ Policy

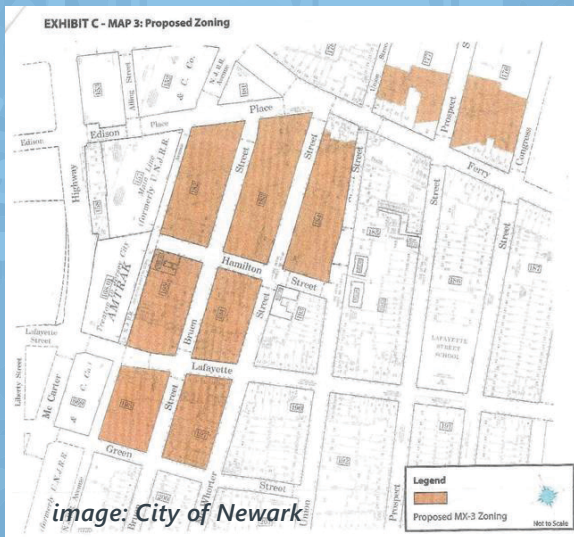
NJ bill S-1073, dated February 5, 2019, authorizes counties, municipalities and certain authorities to establish stormwater utilities-related fees to recover the costs for stormwater management. These fees can be collected from property owners or occupants based on how much they contribute to stormwater runoff. The majority of collected funds can be used on local stormwater systems for upgrades such as replacing pipes, maintaining catch basins or creating rain gardens to absorb water. The bill also allows public agencies to enter into a contract with a private entity for the planning, engineering, construction, improvement, maintenance, and operation of a stormwater management system.

Several cities throughout the United States have already implemented Stormwater Fee Programs, including: Washington DC, St Louis, and San Francisco.

NEWARK CELEBRATION

MX3 Zoning Penn Station

In 2019, Newark City Council passed an ordinance that would allow lots near Newark Penn Station to build up to 12 stories, up from 8 stories permitted previously. This zoning ordinance also allows for more mixed use such as micro-breweries, shared kitchens, live-work spaces and artisan and craft workspaces. This was notable as it foreshadows proposed zoning amendments contained in this plan, that will increase density and allow for more affordable housing to be built close to a major transit hub thanks to the recent Inclusionary Zoning Ordinance (IZO) passed earlier in 2022.



^ New MX3 Zoning near Penn Station



5.2.2 Mandate green and blue roofs as part of public building upgrades and retrofit projects.

Newark's public buildings, including schools and libraries, can set the tone for sustainable development citywide. New city facilities will provide examples of best practices and leadership in environmental design by working with existing programs such as LEED and WELL to achieve building excellence and minimize environmental impacts. Installing blue or green-blue roofs on new and upgraded city facilities can not only help manage stormwater through local detention but also demonstrate the wider applicability of rooftop approaches for Newark's building stock. Strategies such as disconnecting downspouts or installing intensive (deep substrate) green roofing systems can hold rainfall where it lands. At scale, these systems will support citywide efforts to better manage flash flood events and impacts.

What is a Green Roof?

A green roof is a roof that has been covered with a growing medium and vegetation. Green roofs are effective for reducing the amount of stormwater runoff leaving a site. A green roof consists of vegetation planted in growing media on top of a drainage layer that intercepts stormwater and reduces the total volume of runoff through evapotranspiration. A green roof can be intensive, with thicker soils that support a wide variety of plants, or extensive, covered in only a light layer of soil and minimal vegetation.

Green roofs are considered a nonstructural strategy per the NJDEP Stormwater BMP Manual. NJDEP favors nonstructural methods of stormwater management, and requires them to the maximum extent practicable for developments of a certain size.

There are numerous environmental benefits to installing green roofs on public buildings: improved water quality, increased habitat promoting biodiversity, lower temperatures for building roofs and the air above them, reduced energy consumption, improved sound absorption, and improved air quality. Of particular note is the reduction in peak runoff that green roofs provide, which would help mitigate combined sewer overflow and localized flooding of sewers.



^ Green Roof

What is a Blue Roof?

Per the NJDEP Stormwater Manual, Blue Roofs are systems designed to provide stormwater detention within a building's roof. Precipitation that falls onto the roof is managed using orifices, weirs, or other outlet control devices that control the discharge rate of rooftop runoff.

While blue roofs are not considered a "nonstructural strategy" per the NJDEP Stormwater BMP Manual, they can still be used to reduce the peak flow contributing to the city's stormwater systems. Blue roofs are less costly than green roofs due to the lack of materials required; however, special structural considerations are necessary to ensure that adequate support is provided for the detained water and the blue roof materials (reducerunoff.org).

Funding Mechanisms

In order to fund the design and construction of these systems, public agencies would be able to use: tax revenues, bond proceeds, commercial bank loans, or federal grants. The stormwater fee program may also be used to generate dedicated funds for installing green and blue roofs on government buildings.

Available Roof Area

While not all existing buildings will be able to accommodate the load of a green or blue roof, proposed developments could be designed with these systems in mind.



image: Hanini Group LLC

^ Hahne and Co. Green Infrastructure

5.2.3 Establish standards for new development to include robust stormwater capture.

Many of Newark's largest impervious surfaces are surface parking lots or located within large-scale commercial or industrial facilities. Introducing citywide environmental site design standards and updated regulations can ensure that future developments build to higher standards of stormwater management and move the city toward a more sustainable built environment. Distinct locations within Newark's watersheds will require different stormwater management approaches, and standards and regulations that clarify the preferred strategies by location linked to an understanding of soil conditions will simplify the design and implementation for property owners and developers.



5.2.4 Designate priority sites and areas for green infrastructure investment.

While nearly every neighborhood in Newark can benefit from investment in open space and green infrastructure, establishing criteria and developing a prioritization matrix and understanding of where to begin is key to utilize the city's finite resources for the greatest benefit. Resilient New Jersey has identified green space and green infrastructure investment opportunities to create a prioritized pipeline of projects that could deliver multiple benefits, including improving stormwater management, air quality, groundwater and surface water quality, and mitigating urban heat island effect, while creating recreational and aesthetic amenities to fill existing gaps in these communities.

Within priority areas, examples of projects could include incorporating bioswales (vegetated, shouldow, landscaped depressions designed to capture, treat, and infiltrate stormwater runoff as it moves downstream) into streetscape construction and redesign projects, designating specific city funding to support green infrastructure retrofits or incorporating green infrastructure into the



KEY RECOMMENDATIONS

- Consider the vulnerability and flood assessment in any land use changes, particularly in coastal and industrial areas of the city

Policy Pivot

Water and Sewer, in collaboration with the Office of Planning and Zoning, should do a detailed review of current and future land uses in the coastal industrial areas of the city – evaluating future uses and development trends against future climate and environmental hazards.

design of established City and County parks. Local non-profits and community organizations can play a role in supporting the green infrastructure implementation through outreach and technical assistance within these priority zones. Stormwater is typically managed with “grey infrastructure”, where catchment basins collect water runoff and then drain through concrete pipes or channels prior to being discharged into our waterways. It is now accepted that green infrastructure – using soils, trees and other planting to capture the stormwater runoff and allow the stormwater to be absorbed back into the ground where it falls, is one of the best ways to simultaneously prevent flooding, improve water quality and enhance neighborhoods. Green infrastructure consists of integrating rain gardens, ponds, wetlands, green roofs and other permeable surfaces within our communities. These practices can provide lifecycle cost savings compared with traditional grey infrastructure, whilst also support the improvement in the environment of our communities.

The expansion of park space and rehabilitation of Newark’s street corridors will allow for opportunity to incorporate green infrastructure practices citywide.

NATIONAL CASE STUDY



^ Engaging Detroiters about green infrastructure's impacts on city systems

Detroit’s Land + Water WORKS

Detroit’s Land + Water WORKS coalition, a partnership through Detroit Future City, brings together research, education, outreach, and technical assistance to expand the deployment of green stormwater infrastructure across the city and manage over 0.5 M gallons of stormwater runoff annually.

The program produces materials to help Detroiters understand how to adopt lots, create rain gardens, and get help with water bills. The coalition also educates residents around best practices in green stormwater infrastructure, helping to address neighbor concerns. The coalition empowers Detroiters to transform land in their own communities for better ecological and public functions.

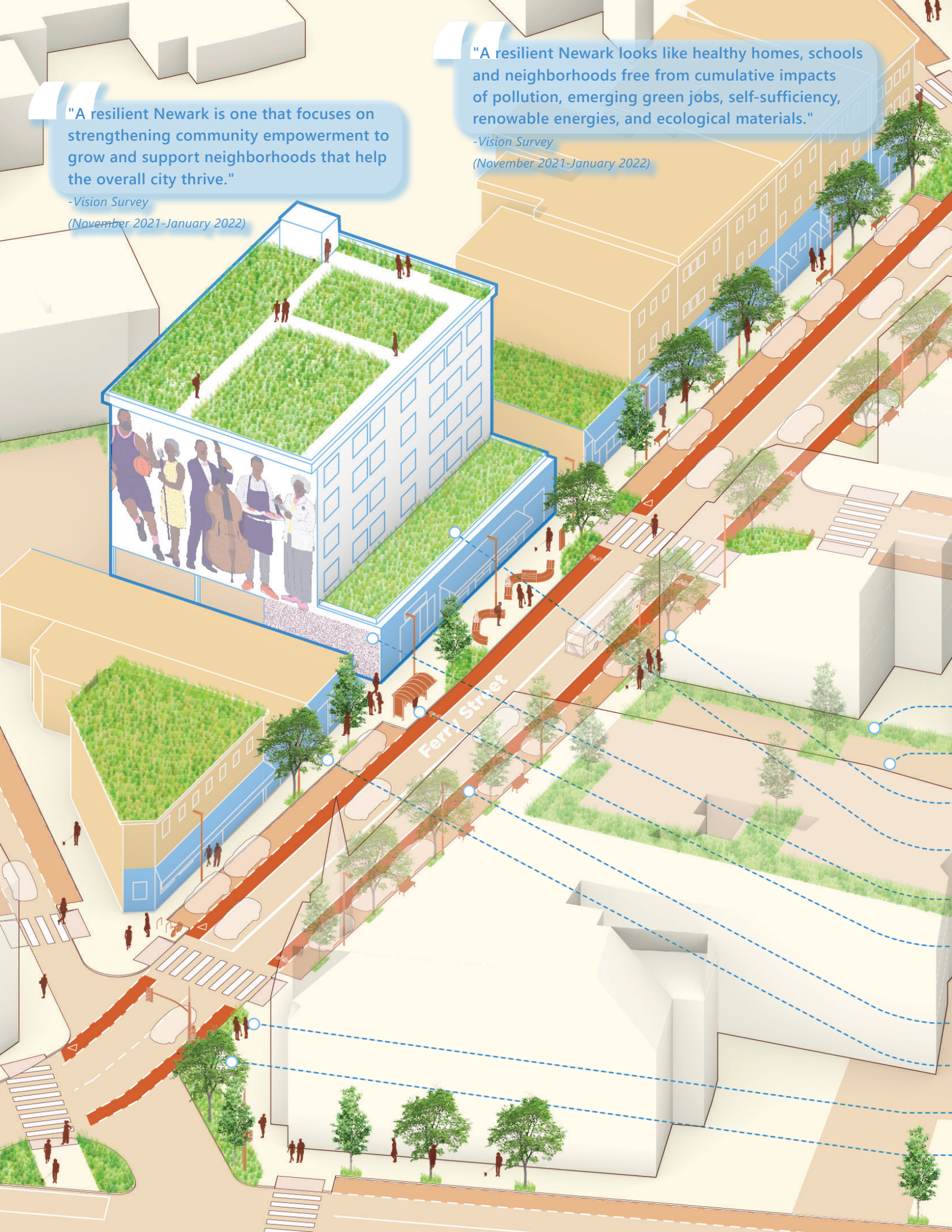
Source. Detroit Land + Water WORKS

"A resilient Newark is one that focuses on strengthening community empowerment to grow and support neighborhoods that help the overall city thrive."

-Vision Survey
(November 2021-January 2022)

"A resilient Newark looks like healthy homes, schools and neighborhoods free from cumulative impacts of pollution, emerging green jobs, self-sufficiency, renewable energies, and ecological materials."

-Vision Survey
(November 2021-January 2022)



Ferry Street reimaged

Ferry Street: As vibrant and multicultural as Ferry Street is at the Five Points intersection, it's also in one of the most environmentally vulnerable neighborhoods in the City, and is therefore a good opportunity to illustrate how green infrastructure can be woven into a dense, walkable neighborhood to improve Newark's resilience.

Existing parking lots can be retrofitted to accommodate pervious paving, rain gardens, and tree planting; roofs throughout the district can turn into green or blue roofs to help capture stormwater; and the planned Resiliency Hub at the nearby Wilson Ave School will become a safe haven for Ironbound residents in the case of emergency.

Mobility improvements and street furnishings to encourage gathering further contribute to Ferry Street's lively green streetscape.

PERVIOUS PARKING

WATER-CAPTURE CONVERSION

STORMWATER INFRASTRUCTURE

BLUE/GREEN ROOFS

FLOOD ADAPTATION

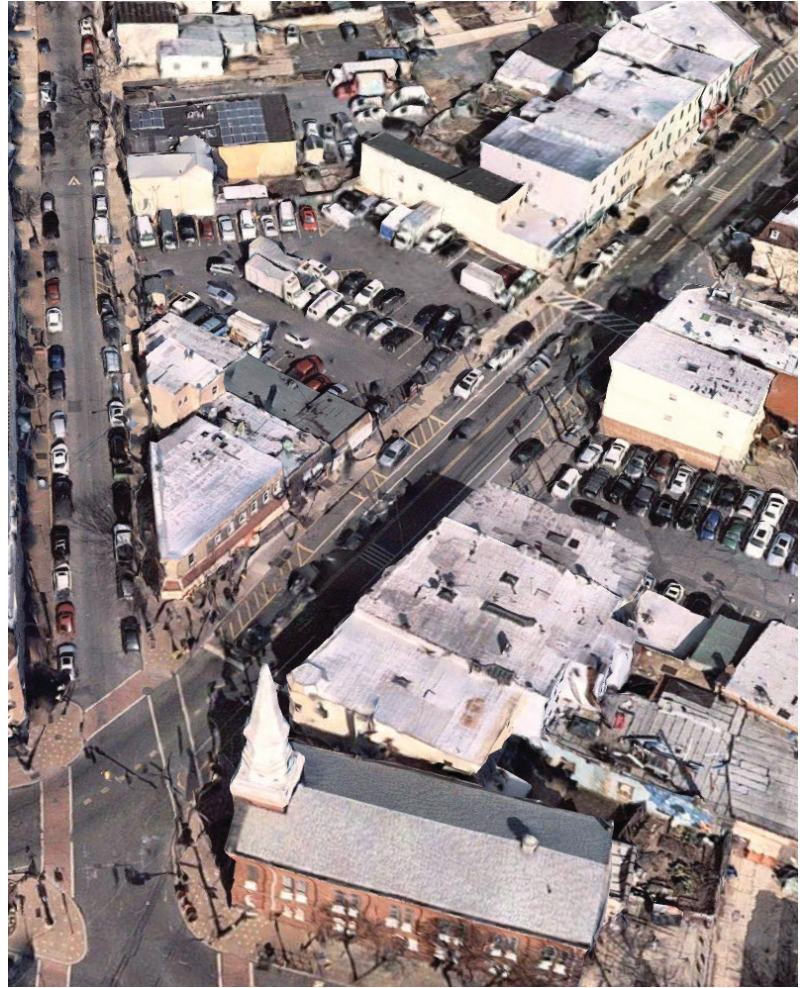
BUS SHELTERS

COMPLETE STREETS

STOREFRONT IMPROVEMENTS

COMMUNITY GATHERING SPACES

BIKE & PEDESTRIAN ACCESS



^ FIGURE 89 **Ferry Street today**

Source. Nearmap

I love Ferry Street: it's full of diverse businesses and is active all times of day and night. There are all sorts of stores to support shopping.

-Website Feedback (December 2021)

NATIONAL CASE STUDY



^ A NYC streetscape bioswale capturing stormwater

New York City Green Infrastructure Program

The New York City Green Infrastructure Program has the primary goal of reducing combined sewer overflows (CSO) into the New York Harbor in a cost-effective way. The program aims to provide a CSO reduction of 1.67 billion gallons per year by 2030.

The program is led by the NYC Department of Environmental Protection (NYCDEP), which has over time created a menu of various green infrastructure standard details to be implemented within the right-of-way (ROW) as well as on public properties such as parks, schools, and public housing developments.

According to the 2021 Report, since the program's conception in 2010 over 11,000 assets have been constructed. This results in an equivalent amount of "greened acres" of over 2,000 acres.

Source: NYC Department of Environmental Protection

Currently, the City of Newark requires developments to comply with the New Jersey Stormwater Management Rules (NJAC 7:8), Residential Site Improvement Standards for Stormwater (NJAC 5:21-7), as well as Newark's Storm Drainage regulations (Newark Zoning & Land Use Regulations, Chapter 17). Each documents' stormwater requirements for water quantity, groundwater recharge, and quality is summarized in the table opposite.

As is shown in the table, the Newark Zoning & Land Use Regulations for stormwater are more stringent than the State of New Jersey's. However, waivers are available if developments show they are unable to meet these rigorous requirements.

While not as beneficial from a peak flow reduction standpoint, a program similar to Washington DC's Green Area Ratio may be more achievable for all developments and provide co-benefits such as heat island reduction and neighborhood beautification.

I believe moving forward if you build or renovate in Newark there should be landscaping or green space on the property or rooftops.

-Website Feedback (December 2021)

	Applicability	Quantity	Groundwater Recharge	Quality
NJAC 7:8	Water Quality applies only to developments where 0.25 acres of new impervious cover is created	Peak flow remains the same or less than pre-construction conditions	Match existing groundwater recharge rates OR infiltration of the difference	Removal of 80% total suspended solids (TSS) from NJ Water Quality Storm
NJAC 5.21-7	Major development is defined as disturbing greater than one acre of land	Defers to NJAC 7:8	Defers to NJAC 7:8	Defers to NJAC 7:8
NZLUR Chapter 17	Major development is defined as disturbing greater than one-half an acre of land	<p>Post-construction peak runoff rates for the 2-, 10- and 100-year storm events are 50, 75 and 80 percent, respectively, of the pre-construction peak runoff rate.</p> <p>For the purpose of calculating runoff coefficients there is a presumption that the pre-construction condition of a site or is unimproved land with good hydrologic condition.</p>	Match existing groundwater recharge rates OR infiltration of the difference	Removal of 80% total suspended solids (TSS) from NJ Water Quality Storm

FIGURE 90 Comparison of stormwater development standards: Newark Zoning & Land Use Regulations (NZLUR) are more stringent than regulations from the State of New Jersey

Source. State of New Jersey, City of Newark

5.3

Bridge the digital divide for all Newarkers.

An equitable approach to bridging the digital divide means partnering with new innovators, growing the city's fiber optic network, and providing free internet at strategically placed hubs around the city.

5.3.1 Explore the use of wireless mesh networks to provide low-cost internet access.

Wireless mesh networks are non-centralized, self-managed and collaborative networks. They function by creating a network of antennae placed primarily on rooftops to extend and amplify WiFi signals throughout neighborhoods. They are a cost-effective strategy for expanding broadband access without the need to install cable or do extensive construction. This approach has been utilized in New York City by groups such as NYC Mesh, which is currently working with the New York City Housing Authority and the New York City Department of Housing Preservation and Development on large-scale mesh network implementations.



^ NYC Mesh installations are placed on rooftops to create a self-managed community WiFi network.

5.3.2 Grow the affordable fiber offering to small businesses and residents.

Newark is already a leader in providing high-speed, low-cost Internet service by building off the City of Newark's Fiber Optic Network. Newark Fiber, the program that offers affordably priced Gigabit and 10 Gigabit internet connections, is demonstrating an innovative model for making this level of connectivity accessible to the public. Newark Fiber is managed by Invest Newark in collaboration with Newark's Office of Information Technology. This is an effective program that should be fully supported and accelerated so that it can reach individual residential homes as well as more not-for-profit and for-profit businesses and public spaces.



^ Mayor Baraka inspects a "LinkNWK" kiosk, installed in 2018 to provide wifi access in Newark's public spaces.

5.3.3 Create and expand strong hotspots in public parks, schools, libraries, and transit stops.

Wireless access points (WAPs) should be proliferated through more public facilities. Allowing people access to walk up or drive up to libraries, schools and other public spaces and log in to wireless broadband is another important strategy for bridging the digital divide. Including a WAP at multi-modal transit locations (such as light rail and bus stops) is a way to expand WiFi access through the power and data infrastructure already required for those locations.

We should have free internet for our seniors and help accessing it.

-South Ward Workshop Feedback (May 2022)

NATIONAL CASE STUDY



^ A Portable Network Kit for expanding NYC's community mesh network

Community Tech NY

Community Tech NY is a leading not-for-profit developing community mesh networks. Their approach is to provide the education to community members to proactively engage with installing these networks as a path to supporting "resilience, equity and self-determination" around technology access. They then train "Digital Stewards," who are "community members who build and maintain technologies, demystify technology for their friends and neighbors, and facilitate a healthy integration of technology into people's lives." They have developed tools like the Portable Network Kit (PNK), a DIY WiFi network in a suitcase which is the basis for training and education programs. This type of approach, if taken up as an official program of the city, can rapidly expand broadband access quickly into underserved neighborhoods.

Source: Community Tech NY

5.4

Leverage the energy transition to build a cleaner, greener, smarter, and more efficient city.

Newark will lead the charge in New Jersey in clean, green, and smart energy policies.



image: WRT



5.4.1 Provide public EV charging stations, piloted at public spaces (libraries, parks) and on street meters/kiosks.

Transportation is currently the leading source of greenhouse gas (GHG) emissions in the state of New Jersey, accounting for over 40% of the state's total emissions. As such, transitioning fossil-fuel powered transportation to electrically powered transportation is a critical step in reducing GHG emissions. As a frontline community, Newark residents suffer from both long-term environmental impacts and immediate negative health impacts due to prolonged exposure to harmful transportation emissions.

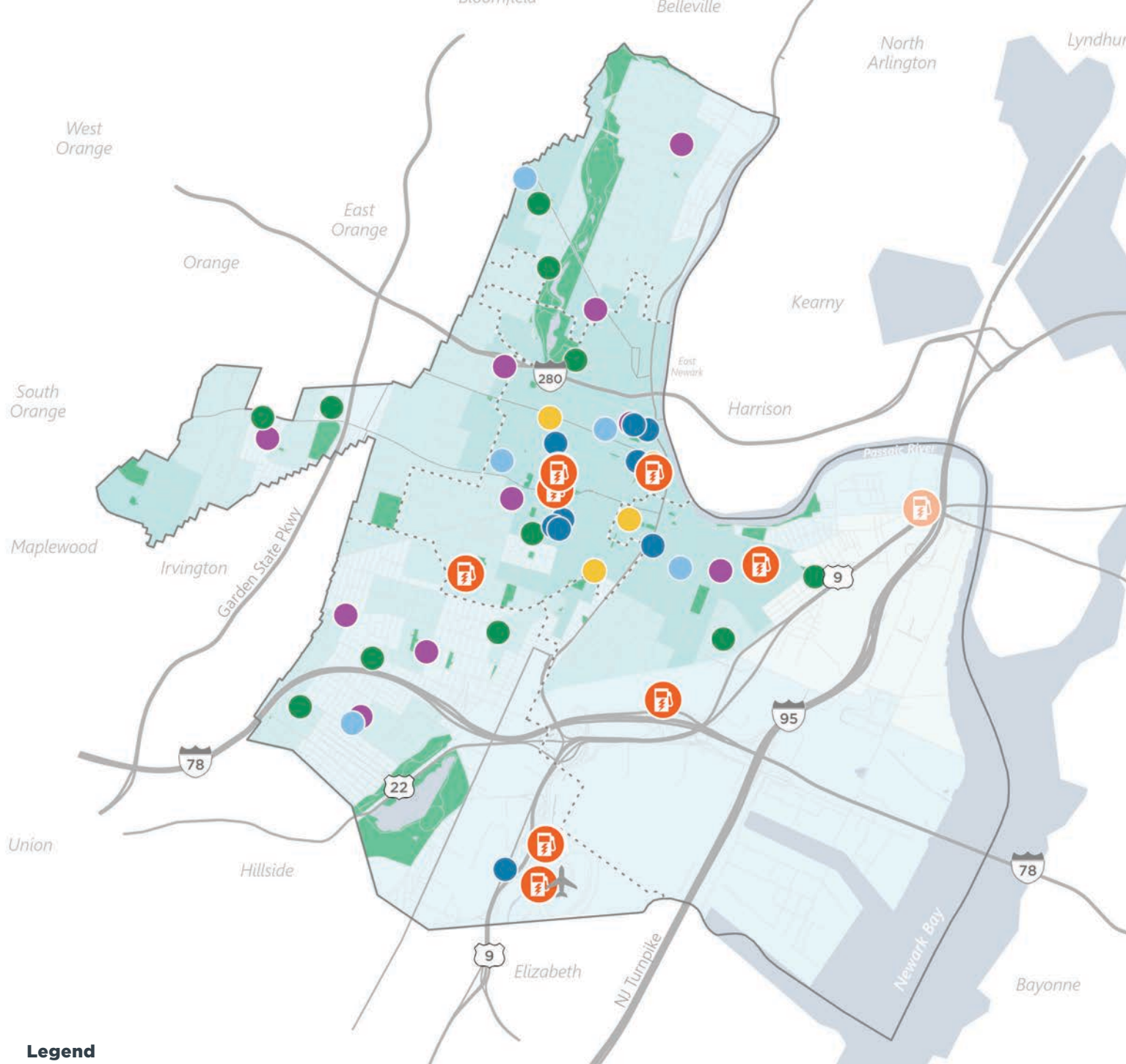
The transition to electrically powered transportation is vital to combat the impacts of climate change and improve local air quality in Newark. To support this transition, Newark must substantially increase publicly accessible electric charging infrastructure for both Level 2 and DC Fast Chargers. Currently there are 15 publicly available Level 2 EV charging stations located in Newark with 27 available charging ports and two publicly available DC fast charging stations. The majority of the charging stations are located in parking lots at the Newark airport.



KEY RECOMMENDATIONS

- Install additional charging stations through the city at public gathering spaces and frequently used commercial districts

^ EV charging stations fit easily on existing streets without needing much additional space



Legend

Private EV Charging Station

Public EV Charging Station

Potential Locations for EV Charging Stations

Collaborative Work Spaces & Incubators

Entertainment & Sporting Venues

Public Libraries

Hospitals

Recreation Centers

Park

Community DCFC State Suitability Score

Less than 40 - Low Priority

40 - 60

60 - 80

>80 - Highest Priority

FIGURE 91 EV Charging Stations: Current & Potential

Source: City of Newark, State of New Jersey

Existing public spaces and buildings are good candidates for expanding Newark's EV charging stations. Special focus should be paid to make sure stations are evenly distributed throughout the city's 5 Wards.



5.4.2 Explore community-based solar projects at schools and parks.

To support New Jersey's goal of 100% clean energy by 2050, the deployment of renewable energy must be accelerated across the state at all scales. Community solar offers an opportunity to implement clean energy at a local scale to support the state's overall energy transition. Installing community based solar projects in Newark directly connects the community with clean energy projects and can provide opportunities to train local workforce on solar installations.

The New Jersey Board of Public Utilities launched a three-year Community Solar Energy Pilot Program which offers a variety of resources and tools to assist communities in implementing solar projects throughout the state. Based on its initial success, the state intends to transition the pilot program to a permanent program.

Within Newark, however, community solar can only offer partial solutions as the city is challenged due to the lack of interconnection capacity left within the grid. Additionally, clean energy generation and storage tied into microgrids strictly (see 5.4.3) will create a strong source of resilient local energy. Newark public schools have been successful in adopting solar for energy generation and are a partner for technical assistance and awareness in building community solar and microgrid projects.

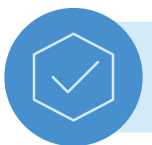
5.4.3 Explore microgrids for public buildings.

A microgrid is a local energy grid that can operate by connecting to traditional electric grids or autonomously by disconnecting from the grid. Microgrids provide resiliency in case of emergencies, foster energy independence, and can help manage peak electrical demand to avoid unnecessary blackouts. Microgrids can be powered by a variety of sources such as batteries, generators, or renewable energy sources such as solar panels. A distinction between a microgrid and a building emergency generator is that it serves more than one building or facility.

Public buildings which offer critical services to the community are ideal candidates for microgrid installations to ensure access to uninterrupted electric service in case of grid failure. In many cases these buildings serve as critical havens for the community in extreme events and cooling centers during heat waves. Potential locations include:

- Public housing buildings
- Schools
- Community centers
- Fire/police stations
- Grocery stores
- Food distribution centers

NJPBU developed a microgrid incentive program after Superstorm Sandy which provides funds to facilitate microgrid feasibility studies and implementation.



KEY RECOMMENDATIONS

- Utilize available incentive funding to explore opportunities to install community solar projects at schools, parks, and other applicable sites
- Work with the Newark School District and partners to expand education and awareness of the transition to community solar among large energy users

5.4.4 Collaborate with NJ Transit to implement smart technology in the transportation network with a focus on safety and equity.

Technology and data can be leveraged for on-road transportation, as well as rail transportation, to improve safety and equity throughout Newark. Intelligent transportation system (ITS) technology is increasingly implemented by cities around the country to improve the user experience of transportation users.

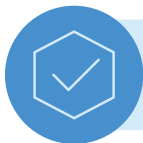
The City of Newark can implement ITS where it has jurisdiction, such as on roadways, at intersections, and in public buildings. This could include real-time transit information, variable message signs that give information on roadway conditions or speeds, parking information, and bike and pedestrian safety elements. Collaboration with NJ Transit can further benefit transit riders at bus shelters, train stations, and on vehicles.



5.4.5 Create energy-efficiency and clean energy requirements for new construction and provide training for new tenants.

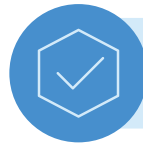
Governor Murphy has established an aggressive statewide plan to move away from fossil fuels and towards a future fueled by renewable energy with a target to reduce overall emissions 80% by 2050 and generate 100% carbon-neutral electricity. To realize this goal, it is critical that the building sector rapidly decarbonizes through a combination of energy efficiency measures, electrification of building systems, and generation of carbon-neutral electricity.

Design guidelines should be created for developers, contractors, and homeowners to support the goal of decarbonization. The guidelines will include operational guidance for tenants and building users to address how occupant behavior impacts energy consumption.



KEY RECOMMENDATIONS

- Explore smart technology and ITS upgrades in collaboration with NJ Transit



KEY RECOMMENDATIONS

- Create design guidelines for developers, contractors, and homeowners to support the goal of decarbonization
- Include operational guidance for tenants and building users to address how occupant behavior impacts energy consumption

5.4.6 Institute zero waste initiatives.

Newark processes and transports large volumes of the region's waste, including from New York City and northern New Jersey. Newark is home to New Jersey's largest incinerator, three waste transfer stations, and seven recycling facilities. As a result, residents bear a disproportionate burden of the environmental and health impacts of the region's waste management infrastructure.

The Newark Sustainability Action Plan published in 2013 tasked the city with creating a Zero Waste Policy for Newark which would address both local waste initiatives and partnerships with municipalities that send waste to Newark to help advance a Zero Waste agenda for the region. Potential local initiatives include waste reduction strategies particularly for manufacturing facilities, increasing city-wide residential and commercial recycling rates, and composting organic waste.

Education programs have the potential to deliver significant improvement to correctly use the infrastructure and programs that do exist. Developing a series of programs targeting different user types such as homeowners, tenants, industry, the food service industry, and the construction sector should be a priority for waste management.



KEY RECOMMENDATIONS

- Develop a public Zero Waste campaign to encourage Newarkers to reduce litter throughout the city and teach proper disposal techniques

“The city needs public garbage and recycling bins that are regularly emptied as well as a concerted campaign to change people’s behavior. This city could be so beautiful and vibrant.”

-Website Feedback (December 2021)



image: City of Newark

Community street clean-up in the West Ward

5.5

Expand regional connectivity and recreation networks.

Mobility in Newark today is built around roadway networks that prioritize private vehicles over public transit, pedestrian, and bicycle networks. Strengthening connectivity for safe, sustainable modes of transportation will require regional thinking about key routes and corridors that connect Newarkers to nature and to health and at the same time attract visitors to the city.

5.5.1 Strengthen and expand the regional bike and pedestrian network.

Bicycle infrastructure in Newark is severely limited outside of the Central Ward and in Essex County parks. In a city where many roadways are oversized to facilitate the movement of cars and trucks, there is an opportunity to take back space from vehicles to integrate dedicated bike lanes without losing vehicle capacity. Strategic projects to expand the bike network can intentionally link destinations such as neighborhood parks and commercial corridors and make biking an affordable, healthy, and appealing alternative to get around Newark. Meanwhile, improved pedestrian infrastructure in the form of wider and accessible sidewalks, pedestrian-oriented street lighting, street trees to provide shade, and sidewalk amenities such as waste bins and benches can support Newarkers taking more daily trips on foot in their neighborhoods.



KEY RECOMMENDATIONS

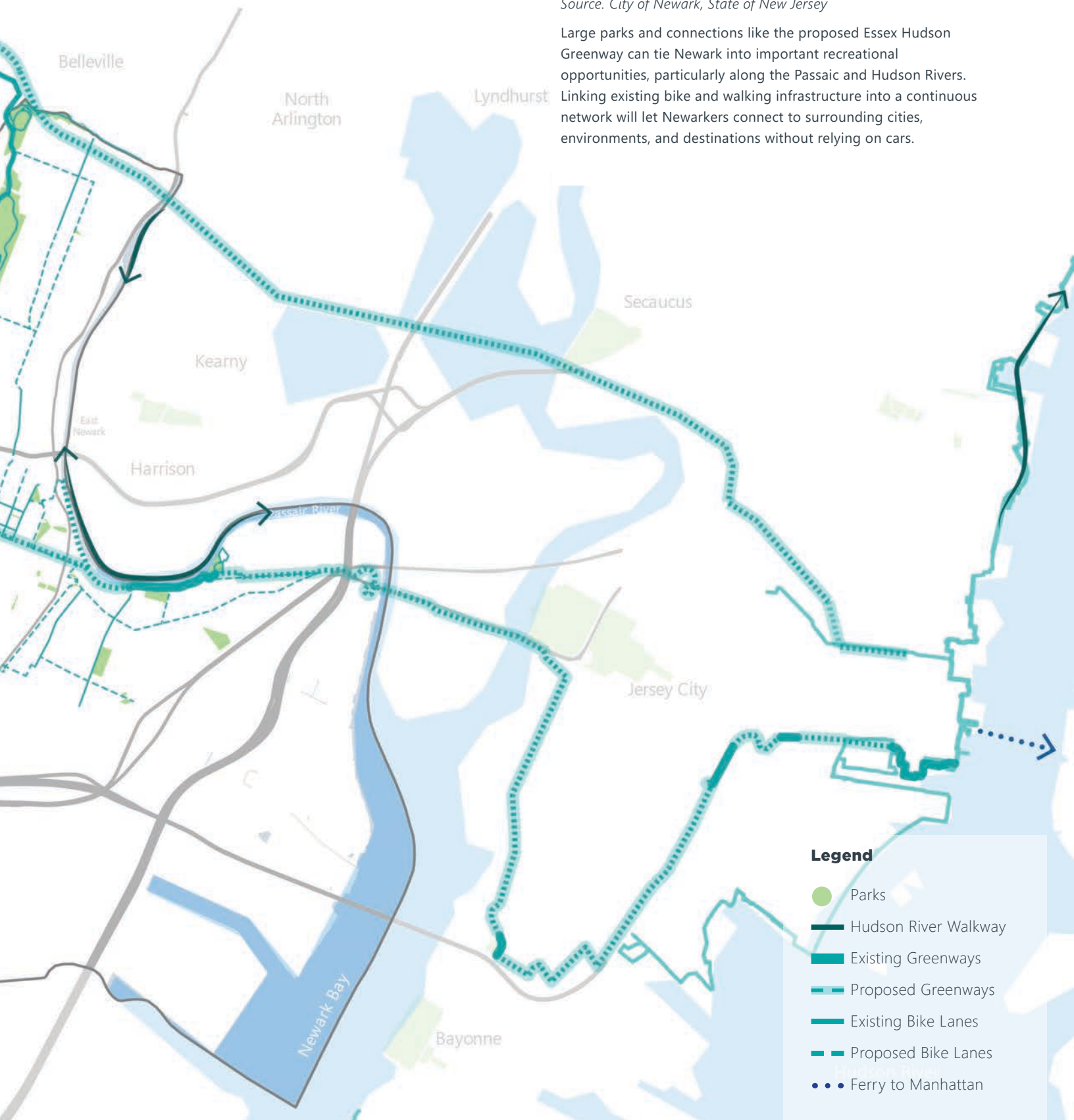
- Support and expand regional bike and pedestrian trails, including the Essex-Hudson Greenway
- Explore other potential trail alignments and green corridors along rail lines, creeks, and streets that may have the capacity to shift space to bikes and pedestrians



FIGURE 92 Existing & Proposed Recreational Connections

Source: City of Newark, State of New Jersey

Large parks and connections like the proposed Essex Hudson Greenway can tie Newark into important recreational opportunities, particularly along the Passaic and Hudson Rivers. Linking existing bike and walking infrastructure into a continuous network will let Newarkers connect to surrounding cities, environments, and destinations without relying on cars.



5.5.2 Expand and leverage access to and across the Passaic River.

Supporting and expanding safe access to the Passaic Riverfront is a key and ongoing priority. New Yorkers' access to the Passaic River was historically limited by industrial land uses and transportation infrastructure lining its banks. This waterway, long contaminated by industrial activities and combined sewer outfalls, has tremendous potential to become an asset to the whole city through projects that advance its cleanup and create access while investing in the flood resilience of its neighboring communities. Given the lack of access today to Newark Bay due to the airport and port facilities, investment in the Passaic riverfront represents a vital opportunity to re-link the city to the water. In the past decade, the Newark Riverfront Park has become a vital park space for the city, and projects such as the Essex Country Greenway have the potential to make the Passaic a

valuable part of daily life for New Yorkers and residents from across the region. Riverfront access initiatives will require partnerships to advance clean up and habitat restoration and should seek to expand direct waterfront access opportunities.

The ultimate objective is to create a continuous public riverfront walking and biking trail, with opportunities for public access to and along the water from streets and easements across private properties.



KEY RECOMMENDATIONS

- Create a continuous public riverfront walking and biking trail, with opportunities for public access to and along the water from streets and easements across private properties



image: Cesar Melgar

Essex County's Riverfront Park in the East Ward

5.6

Improve existing infrastructure.

Newark's existing infrastructure networks need improvement while planning new systems. Newark's buses must work better for Newarkers.

5.6.1 Improve mobility operations under the City of Newark's jurisdiction.

The city's roadways dictate the traffic conditions through which buses must travel. NJ TRANSIT can increase frequency on routes, but they can't control whether that bus gets stuck in traffic, is delayed by traffic signals, or must take a circuitous route due to one-way streets. The city should make physical changes to Newark's roadways that have the potential to significantly improve the frequency and punctuality of existing bus service. These include:

Bus-only lanes

Currently a bus lane on Raymond Boulevard near Newark Penn Station is implemented on weekdays, and increases the throughput of buses during rush hour periods. This proven method should be expanded along corridors throughout the city in coordination with NJ TRANSIT.

Bus-Only lane on Raymond Boulevard



image: Arup

Signals and Intersections

A significant source of delay for transit occurs at intersections. Cities throughout the country have implemented treatments like transit signal priority (TSP) and queue jumps. TSP detects when buses are approaching an intersection and optimizes the traffic signal to minimize their delay. Queue jumps provide space for buses to advance to the front of a queue at a red light. There are many forms of TSP and queue jumps, and the city should coordinate with NJ TRANSIT to pilot these interventions.

Roadway directionality

One-way streets are excellent traffic calming tools, reducing speeds and traffic volumes along certain roadways. However, this can negatively impact bus operations. Providing contraflow lanes allow buses to bypass one-way streets. It is recommended that contraflow lanes be studied along Broadway Street, 12th St, 16th Street, and Lincoln Park.



KEY RECOMMENDATIONS

- Coordinate with NJ TRANSIT to pilot roadway treatments that have the potential to improve bus operations, such as Bus-only lanes
- Design intersection treatments like transit signal priority and queue jump lanes
- Pilot contraflow lanes along Broadway Street, 12th St, 16th Street, and Lincoln Park
- Work with the state and Port Authority to conduct a traffic study for the Doremus/Port Industrial Area to redesign circulation and safety and reduce emissions. Consider especially the increasing prevalence of electric vehicles and the supporting power grid required

5.6.2 Improve and add bus shelters to increase ridership and safety.

Access to bus routes is significantly impacted by the ability to safely and comfortably wait for a bus. Many of Newark's bus stops do not have shelters, leaving riders to endure varying weather conditions and safety conditions. Throughout the community outreach process, the quality of bus stops was one of the most mentioned topics residents would like the city to focus on. The city has full control over bus stops – both location and infrastructure. Improving and adding bus shelters throughout the city should be a priority. The following elements should be prioritized at bus stops in all wards:

Shelter & Seating

At a minimum, a bus shelter provides a roof and walls to shield riders from the elements and provide shade in sunny weather. Some bus shelters can also provide heating that is activated by the press of a button during the winter. For safety purposes, the walls should be transparent, so that riders are not surprised by people waiting behind the shelter. Seating helps to accommodate riders who have difficulty standing.

Lighting

Providing lighting at bus shelters is a critical component for safety, both from criminal activity and for pedestrians crossing the road. Lighting also makes it easier to locate bus shelters. This can be solar powered to reduce infrastructure costs.

WiFi

Bus shelters are an excellent opportunity to merge transit improvements with digital improvements for Newark. The regular distancing of bus stops can provide scaffolding for a network of wireless access points.

Real-time Data

Providing real-time data to bus riders helps them plan their trips, and also makes small delays seem less frustrating. This can vastly improve the user experience of bus riders.

Safety

A primary concern for both active and prospective bus riders in Newark is safety at bus stops. This is a complex problem that requires solutions mostly outside of the transportation toolbox. However, providing emergency phones or intercoms at bus shelters – similar to “blue-light” systems on university campuses – can allow riders to immediately reach first responders in case of emergency. These also can be solar powered.

Bus shelters are a key aspect of mobility hubs, and it is recommended that the two actions be studied and prioritized simultaneously. The requirements of mobility hubs simultaneously address many of the concerns related to shelter, lighting, digital access, real-time data, and safety, while also providing public space for gathering and rippling benefits for the community through land use changes and improved connectivity.



KEY RECOMMENDATIONS

- Invest in bus shelters in all wards to increase safety, improve the user experience of riders, and incentivize transit ridership
- Explore co-benefit opportunities with mobility hubs, digital access, and resiliency measures

5.6.3 Complete the PATH train extension.

As NJ Transit studies the possibilities of extending the PATH train towards Newark Liberty International Airport, it is paramount that the residents of the South Ward be prioritized. Currently, Newarkers cannot access the Newark Airport train station unless already on the train, significantly limiting access to jobs and transportation services. South Ward residents are most affected by this lack of access, particularly those in the Dayton neighborhood.

If the PATH train is extended to the Newark Airport train station, it is recommended that significant investment be made in pedestrian and cyclist accessibility to the station. Additionally, the alternative of extending the PATH along the rail line intersecting Weequahic Park should be studied, with the merits and difficulties of such an option being shared with the community.

See p.59 for a map of the planned PATH extension.

5.6.4 Improve roadway conditions.

One of the most frequently mentioned concerns in community meetings was the condition of existing roadways. The City has significant existing infrastructure and maintenance should be prioritized. Repairing potholes and cleaning streets can improve the user experience of all road users, while also increasing the sense of pride Newarkers have in their city.

Maintenance should focus on residential roadways. The significant presence of logistics providers in Newark means there are different users and needs for industrial roadways and large arterials.

Additionally, coordination with other jurisdictions is needed to address issues on state and county roads. In addition to maintenance, roadway conditions can be improved through enforcement of truck routes throughout the city, ensuring heavy duty vehicles are kept off residential streets.



KEY RECOMMENDATIONS

- Invest in roadway maintenance to address potholes and roadway cleanliness
- Enforce truck routes to ensure residential roads are maintained, while simultaneously improving safety for all road users

^ Penn Station train schedules

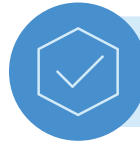
*Master Plan Highlight

5.6.5 Establish NewarkGo as a permanent program.

In 2021, NewarkGO was launched as a pilot to bring 2,000 bikes and scooters to Newark residents. This was done with the specific intent of linking underserved populations to jobs, schools, housing, healthcare, grocery stores, mass transit, and other essential services. For a city where a significant number of households don't have access to a personal vehicle, this is a critical service.

Given high participation and utility, the NewarkGo program should be made permanent. One of the key factors for ensuring accessibility is providing mobility options – added flexibility allows residents to make unique mobility decisions for each trip. The data sharing agreement that was part of the pilot showed that there was significant demand for micromobility, which also increased over time as residents became familiar with the technology.

The pilot was also successful in identifying areas for improvement. When making the program permanent, safety concerns need to be addressed – both on the roadway and on sidewalks. Providing infrastructure for micromobility (dedicated lanes, corrals) can address these safety concerns. Expanding the network of bike lanes provides dedicated space for micromobility, improving safety for riders and pedestrians. Additionally, scooter corrals should be expanded throughout the city. This can be done at very low cost by painting designated parking areas onto curbs and select sidewalk locations. Further, Newarkers are purchasing their own personal scooters, and require additional space for public bike locks / storage in commercial areas.

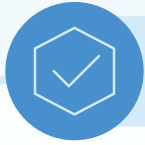


KEY RECOMMENDATIONS

- Expand the NewarkGo program, using the same data sharing agreement between the city and mobility providers,
- Expand the connectivity of the bike network and the presence of scooter corrals to address safety and clutter concerns.
- Encourage employers and building owners to invest in additional storage spaces / security for bikes and scooters.



^ NewarkGO includes bikes and scooters for a range of mobility options.



Key Pillar Actions:

- Initiate a Green Zone designation process for communities
- Expand city programs and resources to support Green Zone communities
- Facilitate housing upgrades to support cost-burdened households
- Create a phased stormwater fee to fund stormwater infrastructure upgrades
- Mandate green and blue roofs as part of public building upgrades and retrofit projects
- Establish standards for new development to include robust stormwater capture
- Designate priority sites and areas for green infrastructure investment
- Explore the use of wireless mesh networks to provide low-cost internet access
- Grow the affordable fiber offering to small businesses and residents
- Create and expand strong hotspots in public parks, schools, libraries, and transit stops
- Provide public EV charging stations, piloted at public spaces (libraries, parks) and on street meters/kiosks
- Explore community-based solar projects at schools and parks
- Explore microgrids for public buildings
- Explore smart technology and intelligent transportation system upgrades in collaboration with NJ TRANSIT
- Create design guidelines for developers, contractors, and homeowners to support the goal of decarbonization
- Include operational guidance for tenants and building users to address how occupant behavior impacts energy consumption
- Develop a public Zero Waste campaign to encourage Newarkers to reduce litter throughout the city and teach proper disposal techniques

- Support and expand regional bike and pedestrian trails, including the Essex-Hudson Greenway
- Explore other potential trail alignments and green corridors along rail lines, creeks, and streets that may have the capacity to shift space to bikes and pedestrians
- Create a continuous public riverfront walking and biking trail, with opportunities for public access to and along the water from streets and easements across private properties
- Coordinate with NJ TRANSIT to pilot roadway treatments that have the potential to improve bus operations, such as Bus-only lanes
- Design intersection treatments like transit signal priority and queue jump lanes
- Pilot contraflow lanes along Broadway Street, 12th St, 16th Street, and Lincoln Park
- Invest in bus shelters in all wards to increase safety, improve the user experience of riders, and incentivize transit ridership
- Explore co-benefit opportunities with mobility hubs, digital access, and resiliency measures
- Complete the PATH train extension
- Invest in roadway maintenance to address potholes and roadway cleanliness
- Enforce truck routes to ensure residential roads are maintained, while simultaneously improving safety for all road users
- Expand the NewarkGo program, using the same data sharing agreement between the city and mobility providers
- Expand the connectivity of the bike network and the presence of scooter corrals to address safety and clutter concerns
- Encourage employers and building owners to invest in additional storage spaces / security for bikes and scooters



image: Cesar Melgar



05

Implementation

Chapter 4 outlined *What* the Newark360 Master Plan must achieve within the next decade, but it's also time to roll up our sleeves and outline the *Who*, *When*, and *How*. Successful implementation will take adjustments in city policy, as well as partnerships between departments, agencies, community organizations, and others. Together, the Newark community can and will achieve our collective vision for a brighter, more equitable future.

Overview of Policy Recommendations

The Newark360 Master Plan is an ambitious set of actions that will shape the future of Newark's built environment for the next 10 years. The plan was informed by community input, as well as expert research and data review. While the plan may set the visions, goals and actions for the city in the voices of the communities, strong and effective governance systems are needed to shepherd the plan through implementation.

The response to the COVID-19 pandemic showed the need for flexible, responsive systems within government, but also how data, technology and operational capacity are all critical. As with nearly every municipal government, Newark was challenged to adapt and respond to new ways of serving its residents and conducting business during the pandemic shutdown. The City should capitalize on the insights it gained from this difficult time to optimize and strengthen its service delivery to enable its vision for the future.

Technology and Data Management Systems

It is critical to invest in technological and data management systems across City government that allow for a consistent and rapid sharing of information between departments. This may include additional staff to strengthen the Office of Information Technology and the creation of a Chief Data Officer role. Every City department currently has needs for both staff capacity and technological upgrades around data tracking and management of their own workstreams and information. Basic technological upgrades and data digitization will smooth communication and coordination between departments and allow for the rapid and transparent sharing of information with the public.

Procurement and Contracting

The procurement, grants management and contracting systems in the City are critical to optimizing the effectiveness of outside vendors for expertise and counsel, as well as the execution of programs using municipal funds and government grants. The City should review possibly outdated procurement rules that may hinder departments from contracting for the best value and most appropriate services in a timely fashion. This may include allowing for postings of RFPs on the City website, digital submissions of RFP responses, the shifting of existing rules for contract awards, and more rapid contract approval by Council. Improvements to the regulations and systems concerning contracting will enable significant cost savings and efficiencies.

Departmental Capacity and Performance

As the City looks to its future and aspires to a thoughtful, healthy and vibrant built environment, the government may consider augment investment in staff and expertise to meet the expectations and requirements of residents for municipal service delivery. Some City departments critical to the implementation of the Master Plan may not be at allocated staff capacity. Investment in ensuring that the best qualified candidates fill vacant positions in a timely manner, and in some instances increasing the number of staff in particularly high demand departments responsible for complex transactions would elevate public service delivery, economic development, the production of housing and create cost savings on transactions. The City might also consider a long-term performance management evaluation to optimize some departmental structures and create quantitative measurements systems to track impact.

Economic Development/Development

To create a policy and operational environment to foster prosperity for all Newarkers, there are several key actions that municipal leadership and City departments can take in order to improve internal operations and increase capacity to enable a development environment that supports meeting the goals of the administration and the community. Ensuring there are adequate staff who have skills in planning and implementation of already thoughtful policies and ordinances are central to implementing the master plan. Systems that expedite projects that support the mayor's goals for development and land use could all be achieved with operational and technological changes that keep Newark apace with other cities in the US.

Key Departments and Divisions:

Economic and Housing Development, Office of Affordable and Sustainable Housing, Office of Planning and Zoning, Property Management, Invest Newark, Workforce Development, Newark Alliance

Cultural Assets and Historic Preservation

Newark is one of the oldest cities in the US, boasting a rich and storied history, but also a lively, proud and vibrant contemporary culture of expression. In order to preserve the beauty of its historic built environment, while allowing arts and cultural expression to thrive, the City could strengthen the regulatory environment around historic preservation, and be creative in activating spaces, both structural and in the public realm to support the arts and artistic community. Additional capacity and dedicated funding stream to steward and support historic and current cultural assets are key.

Key Departments and Divisions:

Department of Parks, Recreation, Senior Services and Arts and Culture, Economic and Housing Department, Engineering Department

Parks and Open Spaces

Providing and protecting public green spaces creates a sense of place and pride for the community, as well as space to connect with each other.

Key Departments and Divisions:

Department of Parks and Recreation, Department of Engineering

Action	Impact
Digitize the development application process for expediency and transparency. *	Digitizing the development applications and approvals process and creating an online public portal would have numerous beneficial outcomes for both the development community and the planning bodies within EHD, as immediate and consistent information about application status could be known by all parties.
Digitize internal review processes between key departments for development applications.	Create a unified digital platform between the Office of Planning and Zoning, Engineering and Water and Sewer to expedite the approval process for development.

*In 2021 Equitable Economic Recovery Strategy

Action	Impact
Formalize a Public Arts Commission made up of local experts, residents and other key stakeholders and cultural stewards.	A Public Arts Commission would enable the ongoing installation of public art and the cultivation and support of local artists. The Commission would act as a dedicated support to all kinds of public art projects with immense social and economic dividends for the city and its residents.
Create additional staff roles in the Department of Arts and Cultural Affairs or Office of Planning and Zoning to specifically identify new uses and preservation efforts for the city's historic fabric to create spaces for learning and cultural exchange.	Increasing the number of staff in the Department of Arts and Cultural affairs and Office of Planning and Zoning will allow for a dedicated effort to support the adaptive reuse of historic buildings for cultural purposes.

Action	Impact
Create a Department of Parks and Recreation to increase programming in city parks and facilitate coordination with the County Parks Department.	Newark has excellent access to parks and green spaces, but some of those spaces are underutilized due to lack of programming or cleanliness. While the County manages some of the larger parks in the city, the partnerships, and the capacity of the Newark department could be strengthened for the sake of the residents' experiences.

Housing

Newark is a city of diversity – and requires a diversity of housing choice for its residents. The population of the city is growing and changing – its population grew 13% in the past decade, and the demographics of residents has also shifted. For families in Newark to stay, and to provide for many generations of Newarkers to thrive, the City is focusing efforts on creating more affordability while reducing evictions and displacement. But residents also need their cities to be safe, clean, verdant and healthy. Concurrent with protecting and ensuring affordability, it is necessary to make sure residential areas are not at risk of negative environmental factors such as pollution and other contamination.

Key Departments and Divisions:

Department of Economic and Housing Development, Office of Planning and Zoning, Planning Board, Department of Engineering, Housing Finance, Invest Newark.

Critical Infrastructure, Sewer and Water, Transportation

Some of the most important systems in the city remain hidden from view – those that move water, waste and power through the city's dense urban fabric. Others, like bike lanes, sidewalks and road systems are integral to day-to-day mobility of residents. However, when these large systems fail or are disrupted by natural events or damaged, it can cause suffering and quality of life issues for Newark's residents. A thoughtful evaluation of the functionality and resilience of the large infrastructure systems should be considered in light of sea level rise, extreme heat events, surface flooding and other anticipated hazards. A future transportation department should be considered for better envisioning, coordinating and implementing transportation projects and infrastructure. This dedicated capacity would also enable consistent coordination with the state and other non-city public transit providers.

Key Departments and Divisions:

Office of Planning and Zoning, Planning Board, Department of Parks and Recreation, Department of Engineering, Water and Sewer Department.

Action	Impact
Continue to track affordable housing development through the Housing Dashboard, and improve data flows and updates.	This implies streamlining data collection, updating public-facing data dashboards for housing development and ensuring all EHD data sources are using the same QuickBase platform. This will result in a regularly updated, public-facing communications tool that can serve multiple department priorities.
Expedite transfer of vacant city-owned properties to the Land Bank for development of affordable housing.	The Land Bank at Invest Newark is in a unique position to facilitate the development of city-owned property into housing that is affordable in perpetuity. Expediting the transfer of developable parcels to the Land Bank will allow for the more rapid development of affordable housing.

Action	Impact
Establish a department or office of transportation to institutionalize leadership and jurisdiction over transportation policies and programs.	As Newark's population grows, its needs for transportation of all kinds will increase. The City currently does not have a dedicated body to plan for and manage the transportation programs, anticipate and strategize for future needs, apply for state and federal funding and coordinate with other key City agencies. A body and key staff whose full-time role is to foster the implementation of transportation strategies for Newarkers would support the execution of partnerships, projects and priorities.
Begin data collection, digitization and capacity of transportation infrastructure – high crash intersections, roadway and pavement conditions.	Creating a system and database to collect and manage data related to transportation and circulation, development, and road and safety conditions, would empower the city and its departments, and reduce dependency on the state and other local institutions for tracking and maintaining data.


Prosperity

Newark is a city of prosperity where new and legacy residents can leverage the Brick City's richness to build their American Dream

Goal 1: Connect Newarkers to well-paying jobs within the city.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
1.1.1 Work with mid-sized businesses within the city and incentivize them to hire local.	Economic Development	Medium	EHD
1.1.2 Introduce young Newarkers to opportunities in the local Green Economy.	Economic Development	Long	EHD
1.1.3 Add bus routes and other bus treatments to improve how Newarkers move around the city outside the downtown core.	Transportation	Long	Engineering

Goal 2: Protect our residents from vulnerabilities.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 1.2.1 Reduce homelessness in Newark significantly over the next five years through delivery of various housing solutions and supportive services.	Housing	Medium	EHD
1.2.2 Enable increased development of housing units for Newarkers who are disabled and invest in making sidewalks and public spaces fully accessible.	Urban Design	Long	EHD
1.2.3 Facilitate development of housing units for seniors, including retrofits for existing housing to allow residents to age in place.	Housing	Long	EHD
1.2.4 Include healing and trauma-informed design/policy strategies in thinking about the re-entry workforce.	Urban Design	Medium	EHD
1.2.5 Expand development of youth-centric services and spaces.	Economic Development	Medium	EHD




This icon indicates the Action has a Land Use implication, and can be cross-referenced in Appendix I.


Goal 3: Continue to leverage our educational and medical anchor institutions.


Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
1.3.1 Continue to partner with universities/ colleges and look for opportunities to expand pipeline opportunities for Newark's residents and youth to land STEM and other higher-wage jobs.	Economic Development	Short	EHD, Invest Newark
1.3.2 Work with institutions to fund and create a Newark Promise program to support college and/or advanced skills development for Newark residents.	Economic Development	Short	EHD, Invest Newark, Newark Alliance
1.3.3 Work with institutions such as the Newark Alliance to capitalize a reinvestment "pool" to support neighborhood development initiatives.	Economic Development	Medium	EHD, Invest Newark

Goal 4: Leverage our assets – the Airport, Sea Port, and Industrial Districts as economic engines for the city.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 1.4.1 Enhance Newark's position as an Airport City with an Area in Need of Redevelopment Plan and Neighborhood Study.	Economic Development	Long	EHD, Port Authority
1.4.2 Continue to pursue Greater Newark Smart Port Regional Growth Cluster.	Economic Development	Long	EHD, Port Authority

Goal 5: Continue to foster new jobs, clean industries, and a range of industry sectors.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
1.5.1 Prioritize and support cultural, arts, and other creative sector jobs to build on Newark's strong cultural brand.	Culture	Medium	EHD, Cultural Affairs
 1.5.2 Ensure that employment centers have the zoning necessary to accommodate shifts in emerging business use and space.	Economic Development	Medium	EHD

1.5.3 Leverage the Newark Liberty Airport and Penn Station as marketing spots and pop-up locations for local businesses and neighborhoods.	Economic Development	Medium	EHD, Port Authority
1.5.4 Encourage and catalyze conversion of the Sea Port, and Industrial Districts to greener locations and operations.	Economic Development	Long	EHD, Port Authority
1.5.5 Increase green economic opportunities for businesses including the green business challenge, energy efficiency, fleet deployment and green infrastructure.	Sustainability	Long	EHD, Engineering
Goal 6: Support and encourage locally-grown businesses across all sectors.			
Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
1.6.1 Implement a startup micro capital fund aimed at neighborhood businesses.	Economic Development	Medium	EHD
1.6.2 Provide ongoing organizational support for small businesses beyond launch of business, commercial corridor managers, and networking resources.	Economic Development	Medium	EHD
1.6.3 Build capacity of Newark's Business Improvement Districts (BIDs) and Special Improvement Districts (SIDs) to support small businesses and commercial corridors.	Economic Development	Medium	EHD
 1.6.4 Promote Newark's maker economy with grant funding, workshops, and the reuse of public spaces and vacant storefronts.	Economic Development	Short	EHD, Cultural Affairs
1.6.5 Nurture businesses that serve residents in every ward outside the traditional 9-5 hours daytime work hours.	Economic Development	Medium	EHD, Cultural Affairs



Goal 7: Build Community Wealth for all Newarkers.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
1.7.1 Utilize the Land Bank to promote local non-institutional ownership of commercial property and increase homeownership.	Housing	Medium	EHD
1.7.2 Expedite transfer of city owned vacant lots to the Newark Land Bank to preserve affordability and create Community Land Trusts (CLT) and Limited Equity Cooperatives (LEC) to build long-term wealth and equity for Newarkers.	Housing	Medium	EHD



Culture

Newark is a city of culture where our individual history, art, faith, and stories are central to our collective identity, our economy, and our neighborhoods.


Goal 1: Support Newark's diverse and vibrant arts and culture scene.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 2.1.1 Provide economic support for the arts in Newark through funding and investment in physical improvements.	Culture	Medium	EHD, Cultural Affairs
2.1.2 Support the vision of the Newark Arts and Education Arts District.	Land Use	Short	EHD, Cultural Affairs
2.1.3 Create a cohesive branding and identity strategy including public realm master plan for districts and cultural corridors.	Culture	Medium	EHD, Cultural Affairs
2.1.4 Support and expand Newark's historic districts.	Historic Preservation	Long	Cultural Affairs
 2.1.5 Update the zoning code to allow and encourage Newark to be a 24/7 city for arts and entertainment.	Land Use	Medium	EHD, Cultural Affairs

Goal 2: Bring new vibrancy to our existing historic buildings and public spaces.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 2.2.1 Remove policy and regulatory barriers to allow for and encourage more adaptive reuse.	Historic Preservation	Medium	EHD
2.2.2 Create a historic preservation revolving fund by using application and mitigation fees.	Historic Preservation	Medium	EHD, Cultural Affairs
 2.2.3 Activate and support public arts, murals, and monuments to enliven public spaces.	Culture	Short	EHD, Cultural Affairs, Recreation
2.2.4 Bring art into parks and recreation centers.	Culture	Medium	Cultural Affairs, Recreation
2.2.5 Support cultural events in parks and other public spaces.	Culture	Short	Cultural Affairs, Recreation
2.2.6 Administer a citywide marketing campaign for parks.		Short	Cultural Affairs, Recreation

Goal 3: Support Newark's artists and makers.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 2.3.1 Create and maintain dedicated live/work housing for artists in arts districts.	Housing, Culture	Medium	EHD, Cultural Affairs
2.3.2 Target and preserve lower cost employment spaces/business incubator spaces to keep options for future entrepreneurs.	Economic Development	Medium	EHD, Cultural Affairs




Neighborhoods

Newark is a city of neighborhoods where each neighborhood is attractive and distinct in character, with high quality of life for existing residents to stay and new households to move in.


Goal 1: Enhance the accessibility, functionality, experience, and condition of Newark's existing parks.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
3.1.1 Conduct a park system master plan that builds on the Newark360 Master Plan.	Parks	Medium	Recreation, Cultural Affairs, Sustainability
3.1.2 Improve pedestrian and bicycle access to parks.	Parks	Medium	Recreation
3.1.3 Make parks more accessible for Newarkers of all ages and abilities.	Parks	Medium	Recreation
3.1.4 Establish a park classification system, and a baseline of amenities by type.	Parks	Medium	Recreation
3.1.5 Establish maintenance standards and focus resources on maintenance.	Parks	Short	Recreation
3.1.6 Continue to leverage park, open space, and recreational partnerships.	Parks	Medium	Recreation
3.1.7 Make neighborhood parks excel as community gathering places.	Parks	Medium	Recreation, Cultural Affairs
3.1.8 Add recreational value throughout the park system.	Parks	Medium	Recreation, Cultural Affairs
3.1.9 Integrate parks with green infrastructure.	Sustainability	Long	Recreation, Engineering, Sustainability



Goal 2: Pursue opportunities to expand the park system and add usable green space to the city.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 3.2.1 Identify strategically-located vacant and under-utilized sites for park development.	Land Use	Short	EHD, Recreation
3.2.2 Create successful joint-use recreational sites at schools.	Parks	Medium	Recreation
3.2.3 Tap public space and recreation opportunities provided by other institutions.	Parks	Short	Recreation
 3.2.4 Bring park qualities into the street environment.	Parks	Medium	Recreation, Engineering, Sustainability
 3.2.5 Generate new public space as part of new development.	Parks	Medium	EHD, Recreation



Goal 3: Connect Newark neighborhoods to each other and to job centers.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 3.3.1 Create mobility hubs within each neighborhood.	Transportation	Long	Engineering, Public Works
3.3.2 Improve pedestrian/bike environments under highway overpasses with lighting, traffic calming strategies, and other safety measures.	Transportation	Medium	Engineering, Public Works
3.3.3 Explore capping the Interstate 280 Highway.	Transportation	Medium	Engineering, Public Works
3.3.4 Convert McCarter Highway to a Boulevard	Transportation	Long	Engineering, Public Works






Goal 4: Invest in and expand our neighborhood corridors.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
3.4.1 Build on distinct neighborhood and cultural identities to attract local and regional business.	Economic Dev.	Short	EHD, Cultural Affairs
 3.4.2 Examine opportunities for mixed-use zoning approaches that can accommodate hybrid business models. (e.g. pop-up retail, showroom, light manufacturing, distribution space typical of a maker; or mixed use event / co-working space).	Land Use	Medium	EHD
 3.4.3 "Upzone" along key corridors and around transit hubs.	Land Use	Medium	EHD

Goal 5: Ensure affordable housing at all income levels, calibrated to needs of each neighborhood.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 3.5.1 Allow and promote accessory dwelling units for single-family households to add density without full development.	Housing	Medium	EHD
 3.5.2 Support Land Bank efforts on preserving affordable housing.	Housing	Short	EHD
3.5.3 Use historic district/landmark designation to increase the number of new affordable housing units for large multifamily projects in historic buildings.	Housing	Medium	EHD



Goal 6: Increase neighborhood health, resilience, and preparedness for climate change impacts.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 <p>3.6.1 Advance planning and implementation for Resilient Northeastern New Jersey (RNJ) tools and strategies to address coastal flooding and manage rainfall events.</p>	Critical Infra/ Sustainability	Medium	Engineering, Public Works
 <p>3.6.2 Increase permeable surfaces and expand planted areas to combat urban heat island effect and improve stormwater management.</p>	Critical Infra/ Sustainability	Long	Engineering, Public Works
 <p>3.6.3 Leverage existing community facilities to create resilience hubs and community health centers.</p>	Critical Infra/ Sustainability	Long	Engineering, Public Works
 <p>3.6.4 Incentivize the transformation and restoration of brownfields and contaminated sites.</p>	Critical Infra/ Sustainability	Long	Engineering, Public Works
 <p>3.6.5 Create an East Ward Strategic Climate Adaptation Plan.</p>	Critical Infra/ Sustainability	Long	Engineering, Public Works



Families

Newark is a city of families – traditional and nontraditional – putting down roots and thriving.

Goal 1: Ensure housing security for Newark families.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 4.1.1 Operationalize Newark's Housing Goals.	Housing	Medium	EHD
4.1.2 Provide widespread resources to promote homeownership and expand first time homebuyer programs.	Housing	Medium	EHD
 4.1.3 Include bigger housing units in new developments to accommodate large families of different cultures.	Housing	Long	EHD



Goal 2: Improve the quality of Newark's building stock.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 4.2.1 Implement a facade improvement program and promote the reuse of vacant neighborhood storefronts for entrepreneurs and small-scale makers.	Urban Design, Economic Dev.	Medium	EHD
4.2.2 Address vacancy and blight by expanding the city's vacant building ordinance.	Land Use	Short	EHD
 4.2.3 Incentivize retrofits of existing buildings for energy efficiency, indoor air quality, and lead abatement.	Sustainability	Medium	EHD, Sustainability
4.2.4 Expand home weatherization program, including targeted outreach to eligible property owners.	Sustainability	Medium	EHD, Sustainability



Goal 3: Enable Newarkers of all ages and abilities to safely move around the city.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
4.3.1 Create, adopt, implement, and enforce a Vision Zero policy and plan.	Transportation	Medium	Engineering
4.3.2 Implement interventions on intersections that have the most fatalities	Transportation	Medium	Engineering, Public Works
4.3.3 Implement and enforce Complete Streets projects on major corridors.	Transportation	Long	Engineering, Public Works
4.3.4 Expand bike lane network for Newarkers to increase equitable access to alternative modes.	Transportation	Long	Engineering, Public Works
4.3.5 Address safe routes to schools and parks with focus on pedestrian safety and ADA access.	Transportation	Medium	Engineering, Public Works

Goal 4: Leverage sustainable development to improve outdoor air quality.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 4.4.1 Develop and support a citywide tree canopy initiative.	Sustainability	Medium	Sustainability
4.4.2 Create landscape buffers to protect communities from highways and sources of pollution.	Sustainability	Medium	Engineering, Sustainability
 4.4.3 Identify and mitigate point source pollution from heavy industry and energy infrastructure.	Sustainability	Medium	Engineering, Sustainability


Goal 5: Expand access to resources for healthier living.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 4.5.1 Designate and support urban agriculture zones within each Ward	Sustainability	Medium	EHD, Sustainability
 4.5.2 Create and incentivize neighborhood based fresh food access/grocery stores.	Sustainability	Medium	EHD
4.5.3 Create and incentivize neighborhood based health clinics.		Medium	




Strength

Newark is a city of strength where systems and infrastructure support the health, safety, and cohesion of Newarkers.

Goal 1: Address the legacy of environmental injustice by investing in community development.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 5.1.1 Initiate a Green Zone designation process for communities.	Sustainability	Medium	EHD, Sustainability
5.1.2 Expand city programs and resources to support Green Zone communities.	Sustainability	Medium	EHD, Sustainability
5.1.3 Facilitate housing upgrades to support cost-burdened households.	Housing	Medium	EHD, Sustainability




Goal 2: Create capacity to manage stormwater equitably.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 5.2.1 Create a phased stormwater fee and utility to fund stormwater infrastructure upgrades.	Critical Infrastructure	Medium	Engineering
 5.2.2 Mandate green and blue roofs as part of public building upgrades and retrofit projects.	Critical Infrastructure	Medium	Engineering
5.2.3 Establish standards for new development to include robust stormwater capture.	Critical Infrastructure	Medium	Engineering
 5.2.4 Designate priority sites and areas for green infrastructure investment.	Critical Infrastructure	Short	Engineering, Sustainability

Goal 3: Bridge the digital divide for all Newarkers.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
5.3.1 Explore the use of wireless mesh networks to provide low-cost internet access.	Critical Infrastructure	Short	Public Works, Invest Newark
5.3.2 Grow the affordable fiber offering to small businesses and residents.	Critical Infrastructure	Medium	Public Works, Invest Newark
5.3.3 Create and expand strong hotspots in public parks, schools, libraries, and transit stops.	Critical Infrastructure	Medium	Public Works, Invest Newark

Goal 4: Leverage the energy transition to build a cleaner, greener, smarter, and more efficient city.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
 5.4.1 Provide public EV charging stations, piloted at public spaces (libraries, parks) and on street meters/kiosks.	Critical Infrastructure/ Sustainability	Long	Engineering, Public Works
 5.4.2 Explore community-based solar projects at schools and parks.	Critical Infrastructure/ Sustainability	Long	Engineering, Public Works, Sustainability
5.4.3 Explore microgrids for public buildings.	Critical Infrastructure/ Sustainability	Long	Engineering, Public Works
5.4.4 Collaborate with NJ TRANSIT to implement smart technology in the transportation network with a focus on safety and equity.	Transportation	Long	Engineering
 5.4.5 Create energy-efficiency and clean energy requirements for new construction and provide training for new tenants.	Sustainability	Medium	Engineering, Public Works, Sustainability
5.4.6 Institute zero waste initiatives.	Sustainability	Medium	Public Works, Sustainability

Goal 5: Expand regional connectivity and recreation networks.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
5.5.1 Strengthen and expand the regional bike and pedestrian network.	Transportation	Long	Engineering, Public Works
5.5.2 Expand and leverage access to and across the Passaic River.	Parks & Open Space	Long	Engineering, Public Works

Goal 6: Improve existing transit infrastructure.

Actions	Plan Element	Timeframe (S - 1 year, M 2-5 years, L - 10 years)	Department Responsible
5.6.1 Improve mobility operations under the City of Newark's jurisdiction.	Transportation	Long	Engineering
5.6.2 Improve and add bus shelters to increase ridership and safety.	Transportation	Medium	Engineering
5.6.3 PATH train extension.	Transportation	Long	Engineering, Public Works
5.6.4 Improve roadway conditions.	Transportation	Medium	Engineering, Public Works
5.6.5 Establish NewarkGo as a permanent program.	Land Use	Short	Engineering, Public Works

How can we leverage Branch Brook Park and other assets to improve the neighborhood and create opportunity?

¿Cómo podemos aprovechar Branch Brook Park (y otros activos de la comunidad) para mejorar el vecindario y crear más oportunidades económicas para los habitantes de Newark?

ALLOW OR INSTALL
SAFE
OUT DOOR
GRILLING
FOR THE COMMUNITY

Park is quiet,
it is a great
neighborhood
asset for
residents as is.

Calisthenics
in Bidach
Brook Park
more workout
programs for
residents

Program:
from bc (a)u
we grant

representations

Public spaces for teenage

Don't Tackle re: Blood-letting

Acceptance are strong Family oriented business & services

Different shops Coffee & small & shop

RESOURCE CENTER w/ help navigating (there is one in spencer st).

present. Affairs



Endnotes

- 1 Brydon 1974: 34-37
- 2 Urquhart 1913:11-12
- 3 Wacker 1975: 107
- 4 Wacker 1975: 57; Urquhart 1913: 11-24
- 5 Wacker 1975: 107-118
- 6 Shaw: 1884: 652-665), (Drummond 1979: 101-102
- 7 Records 1666: 4-5
- 8 Rankin 1927:75-79; Wacker 1975: 264-269
- 9 Records 1966: 6
- 10 Cunningham 1966: 50, 67; Ralph 1978: 8-10
- 11 Hirsh 1978:3
- 12 Conference on Interurban Improvement of Newark 1914: 6-10; Preliminary Report on Zoning 1946: 1-7
- 13 Comprehensive Plan of Newark 1915: 99, 138-147
- 14 City Planning for Newark 1913: xxi
- 15 Drummond 1979: 112-133
- 16 Comprehensive Plan of Newark 1915; Master Plan for the City of Newark 1947; Master Plan 1965: State of the City 1978
- 17 Preliminary Report on Land Use 1945: 1-7; Preliminary Report on Zoning 1956: 4-7
- 18 Stelhorn 1982: 338-390
- 19 Tuttle 2011: 105
- 20 Jackson 1972: 39
- 21 Tuttle 2011;149
- 22 Tuttle 2011: 124-128
- 23 Tuttle 2011: 142-167
- 24 Tuttle 2011: 213
- 25 JCHS, Harvard, 2021
- 26 JCHS, Harvard, 2021
- 27 HUD, 2021
- 28 Fourth Regional Plan, RPA
- 29 Rutgers CLiME, 2021
- 30 Racial and Ethnic Health Disparities, Centers for Disease Control and Prevention
- 31 Disparities in Hospitalizations, Centers for Disease Control and Prevention
- 32 City 2020 Official Statement for Bond Refunding
- 33 City 2020 Official Statement for Bond Refunding
- 34 On the Map Work Area Profile Report Detailed View
- 35 City 2020 Official Statement for Bond Refunding

Planning Certification

This plan was conducted under the direction of Woo S. Kim, NJPP, AICP, Professional Planner in the State of New Jersey.



Woo S. Kim, NJPP, AICP

Professional Planner, State of New Jersey

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City of Newark:

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Office of Sustainability: Nathaly Agosto Filion,
Jonathan Gordon

Office of Affordable Housing: Dwayne Middleton,
Cedric J Bennett, Matt Da Silva

Engineering: Dolores Martinez Wooden, Phillip Scott

Communications: Frank Baraff, Desiree Hadley,
Taquan Williams

People's Assembly: Andrea Mason

Bloomberg Associates: Amanda M. Burden,
Olivia Rokotuiveikau, María Ortiz, Raud Rahmanian,
Jillian Gray, Jaye Rodriguez, Pamela B. Daniels,
Andrea Cozier McLean

Consultant Team:

WRT: Woo Kim, Claudia Ray, Kristen Zeiber, Peter Winch,
Beth Houser, Paul McGehee, Beatriz Vergara Aller,
Chris Feinman, Cody Lowry, Melissa Dea, Hailey Myers,
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stronger plan, and a stronger Newark,
because of your voice.**



A WOMAN OF VIOLET
BLANKA BINA JANKA
©PREVARDK
2019

COME CELEBRATE WITH ME

THAT EVERYDAY SOMETHING HAS TRIED TO KILL ME

AND HAS FAILED



Newark³⁶⁰

shaping our city together

newark360.org

image: Bloomberg Associates